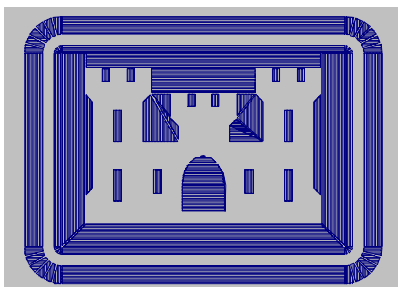


# **EPA/USACE SUPERFUND PROGRAM**

## ***Coordinators' Meeting Notes***

*January 19, 1999*



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*January 19, 1999*

*1230-1700*

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*1230-1700*

#### **Welcome and Introductions**

James Waddell began the Coordinators' Meeting by having attendees stand and introduce themselves. The list of attendees for the Coordinators' Meeting is provided in Appendix 1. Attendees included representatives from USACE Headquarters, Major Subordinate Commands, Districts, and USEPA staff.

Mr. Waddell discussed late breaking news not on the agenda. Mr. Waddell attended a Brownfields conference in Atlanta. Mr. Tim Fields, Regional Division Directors and the Brownfields staff level personnel attended the meeting. The USACE needs to be familiar with Brownfields issues and relate those issues to the Recycling of Superfund sites initiative. Both initiatives share common themes as they relate to resources and FTE support.

The USACE has access to 500 FTEs to support the Brownfields initiative. The USACE can utilize these FTEs with EPA funding. Division Coordinators were urged to contact their respective regions to offer USACE support to Brownfields. Max Dodson, Region 8, and Keith Tacada, Region 9, both have a need for several FTEs to support their Brownfields efforts. Don Tosoni was asked to contact Max Dodson and John Davidson was asked to contact Keith Tacada to discuss their needs and offer USACE support.

Mr. Waddell encouraged the coordinators to be open minded and creative in their Brownfields support to the regions. The USACE stands ready to help EPA in any way we can, at any effort, at any level. If the USACE does not have existing talent within the organization, USACE will find the talent needed through recruitment actions.

#### **Superfund Program Status/Update**

*Financial Status Report: Jim Strait*

Jim Strait gave a report on the status of the Superfund program. Superfund is projecting a \$300 million Superfund program this fiscal year. About 400 FTEs have been used in support of the Superfund program. Management and Support (M&S) requirements are currently being updated, but should be implemented in an Interagency Agreement (IAG) issued before May 1999.

Mr. Strait also pointed out that financial tracking systems are currently in place for the USACE to use with Superfund programs. All of the USACE has access to the Corp of Engineers Financial Management System (CEFMS). Work conducted for the Intergovernmental and Superfund Support Branch (CEMP-RS) should be reported using the 3011a Report from CEFMS. Program

and Project Management Information System (PROMIS) databases should also be used to track costs in the field. Guidance for this was sent to environmental field projects last week.

According to Mr. Strait, Divisions should actively participate in Performance Review Boards. The baseline for the Command Management Review is an annual report provided before the end of the first quarter. To ensure this requirement is met, CMRs are held every quarter.

*Program Changes and Trends: Ken Skahn, USEPA*

Ken Skahn then discussed Superfund program changes and trends. Mr. Skahn said that construction completions were the highest priority for the Superfund program. There are currently 85 sites targeted for construction completion status this year. There have been 17 sites added to the National Priorities List (NPL) this month and 59 sites have been proposed for addition before 2000. The sites proposed for addition to the NPL include federal facilities. Ken also reported that the Superfund Trust Fund is expected to last until the middle of fiscal year 2001. Factors affecting the timeframe of the anticipated depletion of the Trust include the accumulation of additional interest, cost recoveries received from Potentially Responsible Parties (PRPs), and potential reductions in Congressional funding.

Operation and maintenance (O&M) and the five-year review process are also considered important elements of the Superfund program this year. O&M guidance will be available this year and five-year review guidance will be available next month.

Performance-Based Service Contracting (PBSC) is another important issue this year. Mr. Skahn recommended reviewing the Tar Creek, Oklahoma, Superfund site for an example of a project where performance-based contracts were used. Ken is also working with DynCorp to develop a fact sheet that will provide a concise reference on PBSC.

Mr. Skahn also mentioned that Response Action Contracts (RAC) and reusing Superfund sites are important issues that will be addressed in greater detail during the SMR meeting the following day. For RACs, USACE is becoming more involved at the expense of RAC contractors. EPA may need to direct USACE to use RAC contractors in the future.

In answer to a question raised by Bill Zobel, Mr. Skahn stated that the goal is to have 40 sites added to the NPL and 65 sites reach construction completion status every year. An attendee then asked if there were any particular areas where limited utilization of RAC contractors is a concern. Ken answered that goals for using RAC contractors are currently being met, but future trends seem to show less contractor and more USACE involvement. It is often easier to issue an IAG with the USACE than it is to issue a Work Assignment with a RAC contractor. Potential direction of the USACE to use RAC contractors may mean that USACE staff will serve as work assignment managers (WAMs) that issue work assignment to RAC contractors.

John Davidson pointed out that this direction may lead to hollow contracts that may not be cost effective. Mr. Skahn agreed that hollow contracting should be avoided, but directing the USACE to use RAC contractors would be similar to present level of effort (LOE) contracts for remedial design (RD) and remedial action (RA) in which USACE manages the contractor as a subcontractor. Jeff Heath, for example, is currently serving with Region 5 as a work assignment manager (WAM) for a RAC work assignment.

Don Bruce also felt that Jeff Heath is a good example, but consideration should be given to Regional staff who may view USACE WAMs as outsiders. Bill Zobel pointed out that it may be important to have USACE WAMs receive all the applicable EPA WAM training, despite having USACE WAM credentials. John Bartholomeo said that job security and simple personality considerations may make this process more difficult.

*Impact to/on USACE: James Waddell*

James Waddell discussed the impact that Superfund trends will have on the USACE. There are currently 1,300 sites listed on the NPL, of which 584 have reached construction completion status. USACE involvement is currently limited because of state involvement at many sites. Of the 440 FTEs funded annually, over 50 percent provide technical assistance or are in technical assignments. The total workload for USACE involvement in Superfund sites will gradually be reduced depending on the reauthorization of Superfund and the need for USACE services by other agencies. Division commanders want to maximize existing capacity within their respective areas of operation. This may require shifting staff between Regions to optimize capacity.

Jack Mahon asked whether there was any opportunity for USACE involvement with the National Remedy Review Board (NRRB). Mr. Waddell stated that there was probably some opportunity if the USACE became involved at early stages of the remedy selection process. USACE has experience in civil works and remedial action components that may be valuable to the NRRB. Future use, floodplain issues, and Brownfields are other areas of exploration for more USACE involvement. Most importantly, USACE involvement is dependent upon Regional satisfaction with the work that is done. Remediation Project Manager/On-Scene Coordinator satisfaction is the most critical factor for determining future workload.

**Technical Assistance to EPA**

*Business Manager Utilization: Mike Scarano*

Mike Scarano presented his experience as the Region 2, Business Manager. He provided a brief history of this position. In 1992, EPA/USACE liaisons were removed from most of the Regions. Liaisons were often considered outsiders whose placement was often determined by geographic location instead of expertise. Region 2 recognized a need for coordination with the USACE and

promoted the development of an IAG to fund the business management position.

The business manager is responsible for linking the needs of the EPA with the expertise of the USACE. Although Mr. Scarano is linked administratively to the North Atlantic District, he is not limited in his communication. Having open lines of communication to the entire USACE was especially important to EPA Region 2, as the Region encompasses three divisions. Within the three divisions, there are seven districts for remedial action and five districts for remedial design. The large number of districts created a bureaucratic obstacle to coordination. Open communication between the USACE and Region through the business manager made effective coordination possible.

Mr. Scarano reported that current efforts are under way by Major General Sinn of North Atlantic Division to make the business management position an effective tool for coordinating with other Regions. This coordination would provide USACE more opportunity to participate in the Superfund program. In Region 2, 74 percent of the money spent on Superfund programs is for work accomplished by the USACE. Mr. Scarano attributes much of this success to striving to understand the areas of USACE expertise and the needs of the customer. Once USACE expertise and EPA Regional needs are identified, efforts then turn toward matching people from both organizations who will work effectively together.

Tom Hudspeth asked if the work Mr. Scarano did was Superfund-specific. Mr. Scarano answered that Superfund was the primary focus of his work but Brownfields and reuse issues were sometimes addressed. Mr. Hudspeth suggested that the USACE may also be able to coordinate with Regions for Office of Water programs. Mr. Scarano agreed and noted that there is at least ten years of work to be done in Region 2 for Superfund projects alone.

Calvin Curington then commented that the North Atlantic Division Commander had issued an order to implement the business manager position and Region 2 support arrangement. Dan Tosoni said that similar efforts have been successful in Region 5. Bob Warda commented that although he is not a business manager, he has coordinated with Region 5 to put together multi-district teams. Bob also pointed out that operating within the confines of the areas of operation (AORs) defined by the Civil Works Program sometimes makes coordination more difficult.

James Waddell agreed that some latitude in the regulations is essential to the success of the business management process. Successful coordination will ultimately come from determining what makes the most business sense and what best meets the customers needs. Mr. Scarano agreed, reemphasizing the need for coordination to provide EPA with the best teams possible from all of USACE's resources to assist the EPA Remedial Project Managers (RPM).

*Generic/Blanket IAG: Greg Herring*

Greg Herring spoke on the use of generic or blanket IAGs. Blanket IAGs provide the EPA with fast access to USACE resources for small assignments because they are preapproved to avoid entanglement in the bureaucratic process. The process ensures that resources are used effectively by having the EPA RPM provide explicit task assignments to the USACE.

Mr. Herring reported that there are two types of IAGs. Technical Assistance IAG tasks include:

- C Cost estimates;
- C Document review;
- C Removal oversight, real estate support;
- C Contracting Officer Technical Representative (COTR);
- C Project planning; and
- C Five-year reviews.

Greiners Lagoon, Mid-States Disposal, NW Mauthe, and Winston Thomas are examples of sites where Technical Assistance IAGs were used. Rapid Response IAG tasks include project planning, preliminary scoping, and negotiation of the delivery order.

Mr. Herring then explained the process for obtaining a generic IAG in Region 5. The EPA RPM first must contact the Region 5 project officer, G.G. Waters. G.G. Waters will send the RPM a generic form to identify scope and assign tasks to the USACE. Ric Hines commented that he will provide copies of an example of this report to the group. A copy of this report must also be attached to the billing information to ensure that payments are made promptly. A sample generic IAG is provided in the meeting materials (Appendix 3).

**Support to the EPA Removal Program**

PANEL: Don Bruce, Kevin Mould, Art Johnson, Calvin Curington, and John Kirshbaum

Calvin Curington introduced the panel and opened discussion by commenting that in the past, USACE was not equipped for removal work under cost-reimbursable contracts; however, this situation has been greatly improved. Kevin Mould explained the removal coordination process.

Kevin Mould is the EPA Project Officer for USACE as well as the Removal Coordinator for Region 5. This dual assignment has enabled him to see the removal process from both the USACE and EPA perspective.

Emergency removal actions are the result of explosions, train derailments, or other unplanned events that require immediate action on the part of the contractor. Time-critical removal actions

are those that may be initiated within zero to six months following the reported release of a contaminant. On-Scene Coordinators (OSCs) usually coordinate action between the EPA and the contractor at these sites. At non-time-critical removal sites, a removal action might not take place for six months following the release of the contaminant. Remedial Project Managers (RPMs) are usually responsible for managing non-time-critical removal actions.

Mr. Mould stated that cost-reimbursement contracts are usually used for emergency and time-critical removals. Fixed price contracts are typically not feasible at these sites because they require a contractor to take immediate action at a site.

Don Bruce, EPA Region 5, reported on the USACE involvement in remedial actions. He provided an example of a site contaminated with methyl-parathion from illegal roach control measures to demonstrate increased USACE involvement in response actions since 1991. The scope of contamination at the site required a three-stage response action process. First, relocation of 100 residents was accomplished by the USACE Chicago District Real Estate Office. Decontamination of the site was then completed by the EPA using Emergency Response Cleanup Services (ERCS) contracts. Finally, restoration of the site was completed by the USACE Omaha District, contracting element in coordination with the Chicago District resources.

Rapid Response IAGs are important tools for remedial action because they do not require money to be spent in the first year. An example of a non-time-critical removal action is the successful USACE project at Bryant Mill Pond, where PCB-contaminated sediments were the source of contamination. Mr. Bruce commented that Brad Stimple is the OSC at the site and expressed his pleasure at the success of the operation.

Mr. Bruce stated that he felt that there is potential for USACE involvement in removal oversight of PRPs, who are currently performing about 38 percent of the removal actions.

Art Johnson, Regional Coordinator for removal actions in Regions 1 and 9, recommended that USACE become involved in removal actions under expanded authority from IAGs. IAGs may increase the funding capacity at large sites and allow for faster removal action. Mr. Johnson reported that successful removal work had been accomplished by the USACE at Housatonic, Pittsfield, and Winaksokeet project sites located in Massachusetts.

John Kirschbaum, Rapid Response Program Manager, reported on removals at nine sites in four Regions. According to Mr. Kirschbaum, moving money between agencies is a "painful" process, so IAGs should be mandatory for removal work to ensure that money is reimbursed quickly. Removal staff should coordinate closely to further expedite the work.

Mr. Kirschbaum also clarified the difference between Rapid Response and other types of removal actions. Rapid Response actions require on-site, expeditious scoping and daily task tracking. All



Rapid Response contracts are cost-reimbursement and their success is dependent upon the EPA ERCs contract capacity and the quality of the contractor. A Rapid Response action is usually considered an interim action as part of an overall remedial project. USACE involvement at this stage depends on how the OSC or RPM coordinates with the Region. Mr. Kirschbaum also noted that specific OSC needs, such as travel requirements and site management, also can be supported by the use of the Rapid Response Program by EPA.

Calvin Curington stated that contract cost tracking tools should be used to ensure that contracts are managed cost-effectively. Mr. Curington also stressed that OSCs may utilize USACE support, but they maintain control over the operations of the whole site.

### **USACE “fit”**

PANEL: Mike Scarano, Ric Hines, John Kirschbaum, and Calvin Curington

Mr. Curington opened discussion by recommending that messages be sent to the field for volunteers to help coordination between EPA and USACE. Examples of USACE staff filling these “amphibian” positions include the assignment of Mark Mimick to the Region 5/7 Center and Mike Gross to the Region 4/10 Center.

Dan Tosoni asked how the selection process worked for becoming an “amphibian.” James Waddell answered that formal requirements need to be submitted to the Divisions to ensure fair open competition for recruitment. Mr. Curington agreed and added that open communication between field offices and the Divisions will expedite this process.

John Kirschbaum then discussed recent improvements recommended at a recent USACE/EPA Region 5 coordinators' meeting. It is important to recognize how Regional Superfund Technical, Assessment, and Proposal Team (START) and RAC contracts are used. USACE is often more expensive on paper, but provides extensive inclusive services. Oversight of contractors must also be clarified. A consensus must be reached on how to oversee contractors when OSCs want to maintain control of the site.

Ric Hines then discussed his experience at Bruin Lagoon and Lackawanna Refuse. Mr. Hines suggested that USACE has an opportunity to serve as a technical resource and provides construction guidance. Mark Mimick also recommended USACE assist EPA with Y2K projects. Mark Keast and Region 2 are currently reviewing field instrumentation and procedures for Y2K compliance. The USACE could review design and construction Y2K solutions to ensure that the problem is effectively resolved. The USACE Centers of Expertise (CX) may be able to coordinate this process.

Mike Scarano then provided his vision of USACE fit with EPA projects. He pointed out that the

mindset of considering the EPA as one giant entity needs to change. The EPA should be recognized as a collection of individuals with varying experiences and backgrounds. Each RPM or OSC is a customer. The boundaries between the EPA and USACE can be dropped, as proven by Region 2.

According to Mr. Scarano, the most important aspects of coordination between the EPA and USACE are communication and flexibility. Personnel in the USACE's Leadership Development Program (LDP) and Defense Leadership and Management Program (DLAMP) may have the personality and temperament to best serve as liaisons between the USACE and EPA.

The group agreed that coordination requires an awareness of individual personalities and how EPA and USACE staff can work most effectively together. Mr. Kirschbaum pointed out that EPA management needs to expedite communication with the USACE, but may not need another technical expert in their staff. Personality should play a big part in determining who will be the successful candidates for the liaison positions. James Waddell pointed out that a thorough candidate screening process and flexibility in staffing will ensure that the needs of the customer are always met. Bob Warda and Mike Scarano agreed that switching staff may be necessary but should be done diplomatically and at an individual level.

Mr. Waddell then asked what the current capacity was for movement of real estate staff into Regional offices to support EPA's Brownfield program. Dan Tosoni answered that real estate staff are not in great abundance and would be difficult to move from EPA Region to Region. Mr. Tosoni then asked if the requirement for the Center of Expertise to review Real Estate Planning Reports (REPRs) was still in affect. After brief discussion the consensus was that the Center of Expertise review of REPRs was still required.

### **Training Needs for Coordinators**

James Waddell discussed the types of training available for coordinators and identified additional training needs. Training should emphasize ways of providing the most effective help to the EPA. Carlos Pachon led a discussion on the availability of formal training from the EPA. Mr. Pachon reported that EPA Headquarters training is geared toward RPMs and OSCs, but is open to other State and Federal agencies at no cost. Current courses provide information on RD/RA management, field based site characterization, fundamentals of Superfund, innovative treatment technologies, the remedial removal process (for OSCs), and leadership of Superfund site teams. The site characterization class consists of a one-day classroom component and a three-day field component. These courses could provide USACE coordinators with better understanding of the processes by which RPMs and OSCs must clean-up a Superfund site. Registration for these classes is through the EPA.

Mr. Pachon also identified several areas of training needs. Brownfields and recycling Superfund

sites are areas where training needs to be expanded between the USACE and EPA. Training is also needed for cost-reimbursement contracts that require daily cost tracking.

USACE experience with the Civil Works Program, for example, may help EPA address community acceptance issues. Community involvement and public acceptance may have a significant impact on the success or failure of a site. Mr. Pachon recommended considering the public as stakeholders to foster community support for the project.

Resource management and marketing strategies also need greater clarity. Better training in resource management will ensure that the best teams are put together between the EPA and the USACE. More effective USACE marketing will both expand understanding of the abilities of the USACE and provide greater access to resources from all Districts.

Bob Warda recommended that more copies of the Civil Works Pocket Reference become available. The guide lists all Civil Works continuing authorities with possible uses to support Brownfields and recycled Superfund sites. James Waddell suggested that something similar may need to be developed for use with Superfund projects. David Sills and Don Bruce said that they also had copies of the Civil Works Pocket Reference.

Mr. Pachon then directed the discussion to lessons learned for training between EPA and USACE. Tom Simmons recommended that EPA provide training on closeout for cost-reimbursement contracts. James Waddell and Joe D'Agosta also pointed out that training may be needed to ensure deliberations between RPMs and coordinators are handled tactfully. Bob Warda also felt that money considerations must be addressed. Clarity needs to be made for determining how much time will be spent pulling information from the coordinators. Mr. Warda suggested that USACE allocate one-quarter or one-half of coordinator's time for work with the EPA.

John Sassi also pointed out that constant publication of materials will ensure that divisional coordinators are aware of the abilities from all Districts. James Waddell agreed that there was scarce documentation for accessing corporate responsibilities and capabilities. Mark Mimick suggested that the Centers of Expertise may serve as a collection point for this information. Regional coordinators may be able to pull information from here before going through other Districts or Divisions. Open communication of abilities between the Districts will enable assistance to the EPA without being consumed by the details of a particular site or technology.

Anthony Levesanos pointed out that the abilities of the USACE are constantly changing. Dan Tosoni commented that the Centers of Expertise has a database of existing contracts. This database also has a list of skills, but its completion has been stalled. Mike Scarano recommended that the business management process be used instead of just relying on a database. Effective coordination is accomplished through direct interaction between the USACE and customer.

Joe D'Agosta agreed that the business management process was important but was difficult for one person to manage. Teams of coordinators with different experiences and backgrounds may be able to address EPA concerns efficiently. Anthony Levesanos also pointed out that each District will need to be aware of potential contracts to facilitate optimization of assistance to the EPA through staffing changes.

Marcia Davies also mentioned that the USACE is in the concept stage for developing an internal Hazardous, Toxic, and Radioactive Waste (HTRW) web site. Input is needed as to how the web site may best enhance communication between Districts.

### **Management of Cost Reimbursement Contracts**

Calvin Curington and Greg Jordan provided a demonstration on how cost tracking was conducted at the Bunker Hill Superfund site. Mr. Curington urged the group to refer to the Superfund Pocket Card to identify the essential components of a successful cost-reimbursement contract management.

Cost tracking at the Bunker Hill site was successful because of three critical strategies. First, management by the government at the site was proactive. Second, cost estimates were tracked over time. Lastly, incentive fees were used to motivate contractors to reduce their costs. These three strategies resulted in a cost savings of approximately \$4.4 million.

The PROMIS guidance also called for periodic reporting of cost data to Headquarters in either MicroSoft Excel® or Power Point® spreadsheets. Greg Jordan demonstrated exactly how to input data into a Power Point® demonstration. Mr. Curington reminded the group that the goal of the Bunker Hill site demonstration was simply to provide an example of an effective way of tracking costs at Superfund sites. The advantage of the graphs that this system presents is a comparison of estimated and actual costs over time.

The group agreed that this was a valuable cost-tracking tool for on-site management but may pose problems for use as an official status report. James Waddell agreed that these reports should be used for trend analysis and as a marketing tool to demonstrate cost tracking mechanisms. Trend analyses will help identify potential means of reducing costs as site conditions change. Mr. Waddell also pointed out that similar efforts for cost tracking demonstrates a determination to reduce costs that is appreciated by the customer.

Calvin Curington suggested that cost data be put in the software on a daily level, whenever possible. James Waddell agreed and stated that costs should be tracked daily down to the subtask level. USACE staff should not rely on monthly invoices to determine daily costs and should verify the contractor's daily cost records. John Kirschbaum agreed, saying that contractors often prefer to bill for equipment that is on-site but not necessarily used. Joe D'Agosta commented that

the attitude is often the same as for fixed-price contracts. James Waddell agreed that the mentality needs to be adjusted from the requirements of fixed-price contracting.

Joe D'Agosta reminded the group that Major General Sinn wants to see how costs are being saved. The Power Point® system will provide him with this information. Calvin Curington stated that semiannual reports are required, but more frequent reports should be encouraged. Bob Resiery, for example, now provides a cost chart every month for the Southern Maryland wood treatment site. James Waddell added that adjusting from the "fixed-price mentality" will have to be done both individually and by USACE Headquarters.

### **Closing Remarks**

Greg Herring asked how to get funds for training or other agency improvements to trickle down from Headquarters. James Waddell explained that he meets with EPA to address funding on a regular basis. Receiving funds from USACE Headquarters requires informal coordination between the Divisions. Mr. Waddell asked that coordinators contact him directly to discuss funding considerations. He also pointed out that flexibility in issuing funds at the effective rate is necessary.

An informal practice demonstration of the RECAP remote monitoring system used at the New Jersey Industrial Latex site was successfully provided before the meeting adjourned.

## **Appendix 1 - Superfund Coordinators' Meeting Attendee List**

**USACE Superfund Coordinators' Meeting Notes, 19 January 1999**

<b>Name</b>	<b>Organization</b>	<b>Official Symbol/ Region</b>	<b>Telephone Number</b>
John Bartholomeo	USACE	CENAP-DP-M	(215) 656-6927
Tom Billings	USACE	CESAD-PM	(404) 562-5211
Donald Bruce	USEPA	Region 5	(312) 886-7241
Calvin Curington	USACE	CEMP-RS	(202) 761-1064
Joseph D'Agosta	USACE	CENAD-PM-M	(718) 491-8773
John Davidson	USACE	CESPD-PM-M	(415) 977-8245
Marcia Davies	USACE	CENWO-HX	(402) 697-2555
Dennis Hartmann	USACE/EPA	CEMP-RS	(203) 603-9697
Greg Herring	USACE	CENWO-PM-HA	(402) 221-7712
Eric Hines	USACE	CENWC-HX	(402) 697-2624
Tom Hudspeth	USACE	CENWO-HX-G	(214) 767-2177
Mark Keast	USACE	CENWK-PE-EB	(816) 983-2795
John Kirschbaum	USACE	CENWO-PM-H	(402) 221-7714
Anthony Levesanos	USACE	CENAN	(212) 264-0304
Rich McCollum	USACE	CENWK-PM-E	(816) 983-3370
Greg Mellema	USACE	CENWO-HX-G	(402) 693-2658
Althea Milburn	USACE	CEMP-RS	(202) 761-1601
Mark Mimick	USACE/EPA	OERR	(703) 603-8884
Mark Otis	USACE	CENAE-PD-E	(978) 318-8895
Larry Poindexter	USACE	CEMVN	(504) 862-2937
Nancy M. Porter	USACE	CEMP-RS	(202) 761-5245
John Sassi	USACE	CENAD-ET-E	(718) 491-8754
Mike Scarano	USACE	CENAD-PP-M	(718) 491-8763
David Sills	USACE	CEMVD-PM-E	(601) 634-5026
Tom Simmons	USACE	CENWK-PM-E	(816) 983-3372
Ken Skahn	EPA	OERR	(703) 603-8801

**USACE Superfund Coordinators' Meeting Notes, 19 January 1999**

<b>Name</b>	<b>Organization</b>	<b>Official Symbol/ Region</b>	<b>Telephone Number</b>
Nash Sood	USACE	CEMP-RS	(202) 761-8618
Jim Strait	USACE	CEMP-RS	(202) 761-0414
Dan Tosoni	USACE	CENWD-MR-PM-H	(402) 697-2622
James Waddell	USACE	CEMP-RS	(202) 761-8879
Bob Warda	USACE	CELRD (GL) - P	(312) 353-3679



## **Appendix 2 - Superfund Coordinator's Meeting Agenda**



## USACE Superfund Coordinators' Meeting Agenda

19 January 1999

Conference Room 11 A&B  
EPA Crystal Gateway Office  
1235 Jefferson-Davis Highway  
Arlington, VA 22202

William Zobel - Moderator

- |           |   |   |
|-----------|---|---|
| 1230-1300 | <b>Registration</b>   |   |
| 1300-1315 | <b>Welcome and Introductions</b>  | Jim Waddell, USACE  |
| 1315-1345 | <b>Superfund Program Status/Update</b>  |   |
|           | - Financial status report   | Jim Strait, USACE   |
|           | - Program changes and trends  | Ken Skahn, USEPA  |
|           | - Impact to/on USACE  | Jim Waddell, USACE  |
| 1345-1415 | <b>Technical Assistance to EPA</b>  |   |
|           | - Business manager utilization  | Mike Scarano, USACE   |
|           | - Generic/Blanket IAG   | Greg Herring, USACE   |
| 1415-1445 | <b>Support to the EPA Removal Program</b>   | Panel Discussion<br>Don Bruce, Kevin Mould and Art Johnson, USEPA<br>Cal Curington and John Kirschbaum, USACE |
|           | - What services are needed?   |   |
|           | - Can USACE provide these services? If so, how?   |   |
|           | - What are the likely road blocks to success?   |   |
|           | - What are the first or next steps?   |   |
| 1445-1500 | <b>Break</b>  |   |
| 1500-1530 | <b>USACE “fit”</b>  | Panel Discussion<br>Mike Scarano, Ric Hines, John Kirschbaum and Cal Curington, USACE                         |
|           | - Procedures for identifying when and where there is or is not a fit  |   |
|           | - Looking outside of local area for help, making sure people know that they are not limited to their district |   |
|           | - USACE staff detailed to EPA   |   |

**USACE Superfund Coordinators' Meeting, 19 January 1999**

- |           |  |  |
|-----------|--|--|
| 1530-1600 | <b>Training Needs for Coordinators</b>   | Facilitated Discussion<br>Jim Waddell, USACE |
| -         | Discussion of training needs to be an effective coordinator  |  |
| 1600-1630 | <b>Management of Cost Reimbursement Contracts</b>  | Cal Curington and Greg Jordan, USACE         |
| -         | HQ requirements to track, <b>MANAGE</b> , and report status/progress of Superfund projects utilizing Cost Reimbursement Contracts. |  |
| 1630-1645 | <b>Closing Remarks</b>   | Jim Waddell, USACE                           |
| 1700-     | <b>USACE/EPA Networking Time</b>   | Holiday Inn PUB, Lobby Floor                 |

## **Appendix 3 - Superfund Coordinators' Meeting Materials**



## **USACE Superfund Coordinators Meeting**

19 January 1999

Meeting materials:

- FY99 Construction Completions
- Congratulation letters to MG Sinn
- Example Generic/Blanket IAG

**FY99 Construction Completion Candidates  
CERCLIS 3 Pull (As of January 4, 1999)**

	<b>EPA ID</b>	<b>Short Name</b>	<b>FF</b>	<b>Action</b>	<b>Lead</b>	<b>FY/Q</b>	<b>CC #</b>
<b>Region 1</b>	<b>Target = 4</b>	<b>Contact: Brenda Haslett (617) 573-9640</b>					
CT	CTD980732333	BARKHAMSTED-NEW HARTFORD	N	Clsout R	F	19993	
MA	MAD980525240	SALEM ACRES	N	PCloRep	RP	19994	
	MAD980670566	NORWOOD PCBS	N	Clsout R	F	19994	
	MAD980732341	HOCOMONCO POND	N	PCloRep	RP	19994	
	MAD980670566	NORWOOD PCBS	N	PCloRep	F	19993	
ME	MED980504393	SACO MUNICIPAL LANDFILL	N	PCloRep	RP	19993	
VT	VTD981064223	BENNINGTON MUNICIPAL SANI	N	PCloRep	F	19992	
<b>Region 2</b>	<b>Target = 9</b>	<b>Contact: Dan Forger (212) 637-4402</b>					
NJ	NJ7170023744	NAVAL AIR ENGINEERING CEN	Y	Clsout R	FF	19994	
	NJD049860836	KIN-BUC LANDFILL	N	PCloRep	F	19994	
	NJD054981337	WALDICK AEROSPACE DEVICES	N	Clsout R	F	19992	
	NJD053280160	GARDEN STATE CLEANERS CO	N	PCloRep	F	19992	
	NJD980766828	SOUTH JERSEY CLOTHING CO	N	PCloRep		19992	
	NJD980766828	SOUTH JERSEY CLOTHING CO	N	PCloRep	F	19992	
	NJD980761365	EWAN PROPERTY	N	PCloRep	RP	19994	
	NJD980529192	GEMS LANDFILL	N	PCloRep	RP	19993	
NY	NYD000512459	MATTIACE PETROCHEMICAL CO	N	PCloRep	F	19992	
	NYD000831644	HOOKE (HYDE PARK)	N	PCloRep	RP	19994	
	NYD073675514	FACET ENTERPRISES, INC	N	PCloRep	F	19993	
	NYD980506810	HOOKE (102ND STREET)	N	PCloRep	RP	19992	
	NYD980506810	HOOKE (102ND STREET)	N	Clsout R	RP	19993	
	NYD980593099	FULTON TERMINALS	N	PCloRep	F	19994	
	NYD980535124	MALTA ROCKET FUEL AREA	N	PCloRep	EP	19994	
PR	PRD980763783	FIBERS PUBLIC SUPPLY WELL	N	PCloRep	F	19992	
<b>Region 3</b>	<b>Target = 14</b>	<b>Contact: Walt Graham (215) 814-3146</b>					
MD	MDD980704852	SOUTHERN MARYLAND WOOD TR	N	PCloRep	F	19993	
PA	PAD002353969	RECTICON/ALLIED STEEL COR	N	PCloRep	RP	19992	
	PAD003053709	AVCO LYCOMING (WILLIAMSP	N	PCloRep	RP	19994	
	PAD014269971	STANLEY KESSLER	N	PCloRep	RP	11/02/98	CC
	PAD980508493	INDUSTRIAL LANE	N	PCloRep	PS	19991	
	PAD980508832	DORNEY ROAD LANDFILL	N	PCloRep	RP	19994	
	PAD980508766	MOYERS LANDFILL	N	PCloRep	RP	19994	
	PAD987341716	AUSTIN AVENUE RADIATION S	N	PCloRep		19993	
	PAD980712798	LINDANE DUMP	N	PCloRep	RP	19994	

**FY99 Construction Completion Candidates  
CERCLIS 3 Pull (As of January 4, 1999)**

	<b>EPA ID</b>	<b>Short Name</b>	<b>FF</b>	<b>Action</b>	<b>Lead</b>	<b>FY/Q</b>	<b>CC #</b>
	PAD980692487	SAEGERTOWN INDUSTRIAL ARE	N	PCloRep	RP	19993	
	PAD980690549	EAST MOUNT ZION	N	PCloRep	F	19992	
	PAD980537716	HELEVA LANDFILL	N	PCloRep	RP	19992	
	<b>PAD051395499</b>	<b>REVERE CHEMICAL CO</b>	<b>N</b>	<b>PCloRep</b>	<b>RP</b>	<b>11/02/98</b>	<b>CC</b>
VA	VAD003117389	SAUNDERS SUPPLY CO	N	PCloRep	F	19994	
	VAD007972482	L.A. CLARKE & SON	N	PCloRep	RP	19994	
<b>Region 4</b>	<b>Target = 10</b>	<b>Contact: Randy Bryant (404) 562-8938</b>					
FL	FLD000648055	SYDNEY MINE SLUDGE PONDS	N	PCloRep	RP	19992	
	FLD004145140	AIRCO PLATING CO.	N	PCloRep	F	19994	
	FLD980494959	TAYLOR ROAD LANDFILL	N	PCloRep		19993	
	FLD980221857	AGRICO CHEMICAL CO.	N	PCloRep	RP	19994	
GA	GAD042101261	T.H. AGRICULTURE & NUTRIT	N	PCloRep	RP	19991	
KY	KYD980501076	GREEN RIVER DISPOSAL, INC	N	PCloRep		19993	
	KYD980844625	FORT HARTFORD COAL CO. ST	N	PCloRep		19993	
NC	NCD001810365	MARTIN-MARIETTA, SODYECO,	N	PCloRep		19992	
	NCD044440303	BYPASS 601 GROUND WATER C	N	PCloRep	F	19993	
	NCD122263825	JFD ELECTRONICS/CHANNEL M	N	PCloRep		19993	
	NCD024644494	ABC ONE HOUR CLEANERS	N	PCloRep		19992	
SC	SCD002601656	PARA-CHEM SOUTHERN, INC.	N	PCloRep	RP	19991	
	SCD003354412	SANGAMO WESTON/TWELVE-MIL	N	PCloRep	F	19994	
	SCD058753971	HELENA CHEMICAL CO. LANDF	N	PCloRep	F	19991	
	SCD980558050	TOWNSEND SAW CHAIN CO.	N	PCloRep	F	19993	
	SCD980558043	LEXINGTON COUNTY LANDFILL	N	PCloRep	F	19991	
	SCD037398120	PALMETTO RECYCLING, INC.	N	PCloRep	F	19993	
TN	TND980844781	WRIGLEY CHARCOAL PLANT	N	Clsout R	F	19994	
<b>Region 5</b>	<b>Target = 18</b>	<b>Contact: James Mayka (312) 353-9229</b>					
IL	ILD980607055	ADAMS COUNTY QUINCY LANDF	N	PCloRep	PS	19993	
	ILD990817991	GALESBURG/KOPPERS COMPANY	N	PCloRep	PS	19994	
IN	IND980794549	NEAL'S DUMP (SPENCER)	N	PCloRep	RP	19992	
MI	MID005068143	ELECTROVOICE	N	PCloRep	EP	19993	
	MID980002273	CLARE WATER SUPPLY	N	PCloRep		19993	
	MID980476907	PARSONS CHEMICAL WORKS IN	N	PCloRep		19992	
	MID980506562	METAMORA LDFL	N	PCloRep		19993	
	MID980504450	ALBION SHERIDAN TOWNSHIP	N	PCloRep	RP	19994	
	MID980410823	G & H LDFL	N	PCloRep	RP	19991	
	MID060179587	WASTE MANAGEMENT OF MICH	N	Clsout R		19994	

**FY99 Construction Completion Candidates  
CERCLIS 3 Pull (As of January 4, 1999)**

	<b>EPA ID</b>	<b>Short Name</b>	<b>FF</b>	<b>Action</b>	<b>Lead</b>	<b>FY/Q</b>	<b>CC #</b>
	MID060174240	OTT/STORY/CORDOVA CHEM	N	PCloRep	S	19991	
MN	MND981002249	WAITE PARK WELLS	N	PCloRep	PS	19994	
OH	OH7571724312	US AIR FORCE WRIGHT-PATTE	Y	Clsout R	FF	19994	
	OHD043730217	ALLIED CHEMICAL & IRONTON	N	PCloRep		19994	
WI	WID058735994	BOUNDARY ROAD LANDFILL	N	PCloRep	PS	19994	
	<b>WID980901219</b>	<b>STOUGHTON CITY LDFL</b>	<b>N</b>	<b>PCloRep</b>	<b>F</b>	<b>12/15/98</b>	<b>CC</b>
	WID980820062	DELAVAN MUNI WELL #4	N	Clsout R	PS	19991	
	WIT560010118	BETTER BRITE PLATING CHRO	N	PCloRep	S	19993	
<b>Region 6 Target = 5 Contact: Don Williams (214) 665-2197</b>							
LA	LAD000239814	AMERICAN CREOSOTE WORKS,	N	PCloRep	F	19992	
	LAD980750137	GULF COAST VACUUM SERVICE	N	PCloRep	F	19992	
	LAD981058019	D.L. MUD, INC	N	Clsout R		19994	
OK	OKD007188717	DOUBLE EAGLE REFINERY CO	N	PCloRep	F	19994	
TX	TXD980810386	SOUTH CAVALCADE STREET	N	PCloRep	RP	19993	
	TXD990707010	CRYSTAL CHEMICAL CO	N	PCloRep	RP	19994	
<b>Region 7 Target = 3 Contact: Diane Brewer (913) 551-7871</b>							
IA	IAD980632509	RED OAK CITY LANDFILL	N	Clsout R	RP	19994	
KS	KSD000829846	PESTER REFINERY CO	N	Clsout R	PS	19993	
MO	MOD980860522	BEE CEE MANUFACTURING CO	N	PCloRep	RP	19994	
<b>Region 8 Target = 5 Contact: Bert Garcia (303) 312-6670</b>							
CO	COD007431620	CHEMICAL SALES CO	N	PCloRep	S	19994	
	COD980716955	DENVER RADIUM SITE	N	Clsout R	RP	19992	
SD	SD2571924644	ELLSWORTH AIR FORCE BASE	Y	PCloRep	FF	19994	
UT	UTD980667208	MONTICELLO RADIOACTIVE CO	N	Clsout R	FF	19994	
	UTD980951388	SHARON STEEL CORP. (MIDVA	N	Clsout R	S	19994	
	UTD980951388	SHARON STEEL CORP. (MIDVA	N	PCloRep	S	19994	
	UTD980667208	MONTICELLO RADIOACTIVE CO	N	PCloRep	FF	19994	
<b>Region 9 Target = 8 Contact: Don Hodge (415) 744-2427</b>							
AZ	AZD980695902	PHOENIX-GOODYEAR AIRPORT	N	PCloRep	RP	19992	
CA	CAD009103318	JASCO CHEMICAL CORP	N	PCloRep	RP	19994	
	CAD009205097	RAYTHEON CORP	N	PCloRep	RP	19994	
	CAD061620217	INTEL CORP. (MOUNTAIN VIE	N	PCloRep	RP	19994	
	CAD980496863	ATLAS ASBESTOS MINE	N	PCloRep	RP	19994	
	CAD980736151	PURITY OIL SALES, INC	N	PCloRep	RP	19992	



**FY99 Construction Completion Candidates  
CERCLIS 3 Pull (As of January 4, 1999)**

EPA ID	Short Name	FF	Action	Lead	FY/Q	CC #
CAD981436363	UNITED HECKATHORN CO	N	PCloRep	RP	19992	
CAD981997752	MODESTO GROUND WATER CONT	N	PCloRep	F	19994	
CAD980894679	WESTERN PACIFIC RAILROAD	N	PCloRep	RP	19994	
CAD980636914	FRESNO MUNICIPAL SANITARY	N	PCloRep	RP	19994	
CAD095989778	FAIRCHILD SEMICONDUCTOR C	N	PCloRep	RP	19994	
CAD029452141	SELMA TREATING CO	N	PCloRep		19994	

**Region 10 Target = 9**

**Contact: Mike Gearheard (206) 553-7151**

AK	AKD980978787	STANDARD STEEL & METALS	Y	PCloRep	FF	19992
ID	IDD041310707	KERR-MCGEE (SODA SPRINGS)	N	PCloRep	RP	19994
OR	ORD009049412	UNION PACIFIC RR TIE	N	PCloRep		19994
WA	WA5170027291	USN SUB BASE (BANGOR)	Y	PCloRep	FF	19994
	WA7170027265	BANGOR ORDNANCE	Y	PCloRep	FF	19993
	WAD001865450	GENERAL ELECTRIC(SPOKANE)	N	PCloRep	SR	19993
	WAD980511539	HIDDEN VALLEY LANDFILL	N	Clsout R	SR	19992
	WAD980514608	GREENACRES LANDFILL	N	PCloRep		19993
	WAD980638910	MIDWAY LANDFILL	N	Clsout R	SR	19991
	WAD980726301	COMMENCEMENT BAY, STC	N	PCloRep		19993
	WAD980836662	CENTRALIA MUNICIPAL LF	N	Clsout R		19993
	WAD980982557	OLD INLAND PIT	N	Clsout R		19993
	WAD988475158	VANCOUVER WATER STN. #4	N	Clsout R	F	19993



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CEMP-RS (200-1a)

13 JAN 1999

MEMORANDUM FOR MG JERRY L. SINN, COMMANDER, U.S. ARMY  
ENGINEER DIVISION, NORTH ATLANTIC

SUBJECT: USEPA Superfund Program in North Atlantic Division

1. I congratulate you on two recent accomplishments of the North Atlantic Division (CENAD) in connection with the U.S. Environmental Protection Agency (USEPA) Superfund Program. First, I recognize the importance of your establishment and implementation of the Business Manager process in USEPA Region 2. Secondly, I appreciate the support that CENAD staff and you personally provided to the two visiting representatives of the Czech Republic government.
2. Your establishment of the Business Manager as the One-Door-to-the-Corps makes appropriate CENAD resources available for Superfund work throughout Region 2 of the USEPA. The Business Manager process for regionalized project assignment is a vital element in our ongoing effort to improve service to the USEPA. I applaud you for initiating this exemplary approach, which can facilitate the practice of other effective project management methods, such as the close oversight of cost-reimbursement contracts to achieve the Lowest Reasonable Cost for the customer.
3. The division office and the New York district office provided commendable assistance as well as contract management expertise to the Czech representative, Mr. Zdenek Svoboda and his associate, Ms. Kristina Schejbalova. Visiting at the invitation of the USEPA, they were interested in observing U.S. procedures for managing Superfund sites. Afterwards, the visitors said they were quite pleased with the tour, the on-site training conducted by Corps personnel, and your own hospitality on their behalf. The Czech representative expressed his interest in following up with a Memorandum of Agreement for Corps assistance to the National Property Fund, the Czech Republic's counterpart of the Superfund Program.
4. Please accept my commendation for your division's fine work. The point of contact for this action is Ms. Rhea Cohen, CEMP-RS, (202) 761-7584.

FOR THE COMMANDER:

*Great Effort!*

*Milton Hunter*  
MILTON HUNTER  
Major General, USA  
Director of Military Programs

OCT-05-1998 18:35

US EPA/ERRD

2126374360 P.01/02



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 2  
290 BROADWAY  
NEW YORK, NY 10007-1866

OCT - 1 1998

Major General Jerry L. Sinn  
Commander, North Atlantic Division  
U.S. Army Corps of Engineers  
301 General Robert E. Lee Avenue  
Fort Hamilton Military Community  
Brooklyn, New York 11252-6700

OPTIONAL FORM 10 (7-99)

## FAX TRANSMITTAL

# of pages 1

To: Cal Currington	From: Shaheer Alvi
Dep./Agency: USACE-HQ	Phone: 212-637-4324
Fax: 202-361-0525	Fax: 212-637-4860
GENERAL SERVICES ADMINISTRATION	

Dear General Sinn:

We were very pleased to receive the copy of your Command Directive, dated August 12, 1998, which you issued as a follow-up to our meeting on June 25, 1998.

First, let me thank you for visiting the EPA-Region 2 office and meeting with me to discuss our mutual desires regarding Corps support to the Superfund program. I am in agreement with your concept of establishing a "one door to the Corps" customer service paradigm and assigning a senior engineer as your Business Manager in EPA offices. Second, I wish to endorse the steps taken by your Business Manager during the past month to redistribute the workload within the North Atlantic Division in consultation with my staff and managers. This process should ensure that the appropriate Corps resources are assigned to our Superfund cleanup projects.

I am confident that this arrangement will be conducive to a mutually effective relationship between the Corps and EPA-Region 2. This relationship hopefully will provide for faster and more efficient Superfund cleanups to the benefit of the public.

Sincerely yours,

Richard L. Caspe, P.E., Director,  
Emergency and Remedial Response Division

cc: Steve Luftig (Director, OERR-5201G, USEPA, Washington 20460)  
Pat Rivers (Patricia A. Rivers, P.E., Chief- Environmental Division,  
Directorate of Military Programs, US Army Corps of Engineers,  
Washington, D.C. 20314-1000)

**EPA SUPERFUND PROGRAM**  
**Generic Interagency Agreements**  
**As of 8 December 1998**

file:generic.xls

<b>EPA Region</b>	<b>LAG Number</b>	<b>Type of Work</b>	<b>Total Funding Received</b>	<b>Remaining Balance</b>	<b>Expiration Date</b>
2	DW96941642	Technical Assistance	250,000	1,000	9/30/99
2	DW96941632	Technical Assistance Niagara Falls Area	3,600,000	170,000	12/1/99
2	DW96941709	Technical Assistance	325,000	11,000	12/31/99
2	DW96941744	Technical Assistance	500,000	467,000	8/31/99
3	DW96943857	Technical Assistance	235,000	110,000	9/30/99
4	DW96945528	RD or RA Oversight Activities - Federal Facilities	180,000	45,800	9/30/99
4	DW96945757	Technical Assistance In Planning & Relocation	1,300,000	1,000,000	3/31/00
4	DW96945732	Technical Assistance In Planning & Relocation	8,470,000	612,300	9/30/99
4	DW96934534	Technical Assistance Trust Fund Lead	987,845	1,460	4/30/99
4	DW96945815	Technical Assistance	1,000,000	1,000,000	6/30/00
4	DW96934533	Technical Assistance Enforcement Lead	1,400,000	175,925	9/30/99
5	DW96947659	Technical Assistance and Design Support	1,170,000	327,314	9/30/00
5	DW96947840	Rapid Response Support on Removal Actions	5,350,000	700,600	12/31/00
6	DW96950233	Rapid Response Support on Removal Actions	24,342,500	1,988,000	9/30/01
8	DW96953768	Rapid Response - Removal Assistance	7,600,000	1,708,000	11/1/99
8	DW96953678	Technical Assistance	859,700	120,249	12/30/99
9	DW96955370	Technical Assistance Navajo Uranium Mines	562,500	0	12/31/01

United States Environmental Protection Agency  
Washington DC 20460

**EPA**

Interagency Agreement /  
Amendment

Part I - General Information

1. EPA / IAG Identification Number  
DW96953678-01-0
2. Other Agency ID Number
3. Type of Action  
NEW PROJECT

4. Funding Location  
by Region  
08
5. Program Office  
Abbreviation  
8HWM-SR

6. Name and Address of EPA Organization  
ENVIRONMENTAL PROTECTION AGENCY  
HAZARDOUS WASTE MANAGEMENT DIVISION  
999 18TH STREET, SUITE 500  
DENVER, CO 80202-2466

7. Name and Address of Other Agency  
U.S. ARMY CORPS OF ENGINEERS (USACE)  
ENGINEERING DIVISION, MISSOURI RIVER  
12565 WEST CENTER ROAD  
OMAHA, NE 68144-3869

8. Project Title  
GENERIC IAG FOR TECHNICAL SUPPORT FOR PROJECT PLANNING ON CERCLA SITES.

9. EPA Project Officer (Name, Address, Telephone Number)  
~~LEVINE, BARRY~~ *Jim Hanick*  
PROJECT OFFICER  
999 18TH STREET, SUITE 500  
DENVER, CO 80202-2466  
(303) 299-1843 *303-312-6725*

10. Other Agency Project Officer (Name, Address, Telephone Number)  
~~HARRIS, LUGY~~ *Marvenc Seaman*  
PROJECT MANAGER *U.S. Army Engr. (HTRW-12)*  
~~USACE, ENGINEERING DIV. MISSOURI RIVER~~  
~~OMAHA, NE 68144-3869~~ *12565 W. Center Rd.*  
~~(402) 221-7227~~ *Omaha, NE 68144-3869*

11. Project Period  
08/31/94 to 09/30/96

12. Budget Period  
08/31/94 to 09/30/96

13. Scope of Work (Attach additional sheets, as needed)

This Generic Interagency Agreement has been established for the Army Corps of Engineers to provide support to EPA through a Work Authorization Form (WAF) as outlined in the attached Scope of Work.

The technical assistance provided by the Corps under this IAG does not duplicate any other work we are currently or plan to do in-house. The specialized experience available through the Corps will help us to review key documents and prepare others that EPA employees either do not have the time to complete or do not have the expertise.

B2 765  
CCSC B21  
CWIS No 18H22

14. Statutory Authority for Both Transfer of Funds and Project Activities  
CERCLA: SEC. 104

15. Other Agency Type  
FEDERAL  
AGENCY

FUNDS	PREVIOUS AMOUNT	AMOUNT THIS ACTION	AMENDED TOTAL
5. EPA Amount	0	100,000	
7. EPA In-Kind Amount	0	0	
8. Other Agency Amount	0	0	
9. Other Agency In-Kind Amount	0	0	
3. Total Project Cost	0	100,000	

1. Fiscal Information

Program Element	FY	Appropriation	Doc. Control No.	Account Number	Object Class	Obligation/Deoblig. Amt.
TFAY9A	94	68-20X8145	LTA033	4TFA08L900	25.07	20,000
TFAY9A	94	68-20X8145	LSH068	4TFA8ALHZZ	25.07	80,000

## Part II - Approved Budget

EPA IAG Identification Number  
DW96953678-01-0

22. Budget Categories	Itemization of This Action	Itemization of Total Project Estimated Cost to Date
a) Personnel	85,000	85,000
b) Fringe Benefits	0	0
c) Travel	15,000	15,000
d) Equipment	0	0
e) Supplies	0	0
f) Procurement / Assistance	0	0
g) Construction	0	0
h) Other	0	0
i) Total Direct Charges	100,000	100,000
j) Indirect Costs: Rate <u>0.00</u> % Base \$ _____	0	0
k) Total:		
EPA Share: <u>100.00</u> % (Other Agency Share <u>0.00</u> %)	100,000	100,000

l. Is Equipment authorized to be furnished by EPA or leased, purchased, or rented with EPA funds? ☐ Yes ☒ No  
Identify all equipment costing \$1000 or more.)

m. Are any of these funds being used on extramural agreements? (See Item 22f.) ☐ Yes ☒ No

Type of extramural agreement

☐ Grant☐ Cooperative Agreement☐ Procurement (includes Small Purchase Order)

Contractor / Recipient Name (if known)

Total Extramural Amount under this Project

Percent Funded by EPA (if known)

100.00

## Part III - Funding Methods and Billing Instructions

☒ Funds-Out Agreement (Note: EPA Agency Location Code (ALC) - 68010727)

☒ Disbursement Agreement

☒ Repayment Request for repayment of actual costs must be itemized on SF-1080 and submitted to the Financial Management Office, Cincinnati, OH 45268:

☒ Monthly☒ Quarterly☐ Upon Completion of Work

☐ Advance Only available for use by Federal agencies on working capital fund or with appropriate justification of need for this type of payment method. Unexpended funds at completion of work will be returned to EPA. Quarterly cost reports will be forwarded to the Financial Management Center, EPA, Cincinnati, OH 45268.

☐ Allocation Transfer-Out

Used to transfer obligational authority or transfer of function between Federal agencies. Must receive prior approval by the Office of the Comptroller, Budget Division, Budget Formulation and Control Branch, EPA Hdqtrs. Forward appropriate reports to the Financial Reports and Analysis Branch, Financial Management Division, PM-226F, EPA, Washington, DC 20460.

☐ Funds-In Agreement

☐ Reimbursement Agreement

☐ Repayment  
☐ Advance

☐ Allocation Transfer-In

Other Agency's IAG Identification Number

EPA Program Office Allowance Holder/Resp. Center No.  
08L

Other Agency's Billing Address (include ALC or Station Symbol Number)

Other Agency's Billing Instruction and Frequency



## Part IV - Acceptance Conditions

EPA IAG Identification Number  
DW96953678-01-0

## 7. General Conditions

The other agency covenants and agrees that it will expeditiously initiate and complete the project for which funds have been awarded under this agreement.

## 8. Special Conditions

See Attachment B for Terms and Conditions

## Part V - Offer and Acceptance

- OTE: 1) For Funds-Out actions, the agreement/amendment must be signed by the other agency official in duplicate and one original returned to the Grants Administration Division for Headquarters agreements or to the appropriate EPA Regional IAG administration office within 3 calendar weeks after receipt or within any extension of time as may be granted by the EPA. The agreement/amendment must be forwarded to the address cited in item 29 after acceptance signature. Receipt of a written refusal or failure to return the properly executed document within the prescribed time may result in the withdrawal of the offer by EPA. Any change to the agreement by the other agency subsequent to the document being signed by the EPA Action Official, which the Action Official determines to materially alter the agreement/amendment, shall void the agreement/amendment.
- 2) For Funds-In actions, the other agency will initiate the action and forward two original agreements/amendments to the appropriate EPA program office for signature. The agreements/amendments will then be forwarded to the appropriate EPA IAG administration office for acceptance signature on behalf of the EPA. One original copy will be returned to the other agency after acceptance.

## EPA IAG Administration Office (for administrative assistance)

## EPA Program Office (for technical assistance)

## 2. Organization / Address

US ENVIRONMENTAL PROTECTION AGENCY  
GRANTS, AUDIT & CONTRACTS BR., 8PM-GAC  
999 18TH STREET  
DENVER, CO 80202-2466

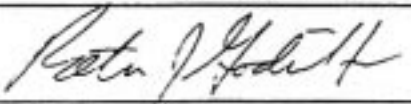
## 30. Organization / Address

ENVIRONMENTAL PROTECTION AGENCY  
HAZARDOUS WASTE MANAGEMENT DIVISION  
999 18TH STREET, SUITE 500  
DENVER, CO 80202-2466

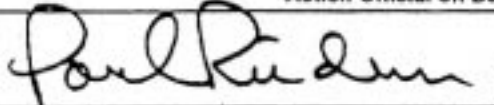
## Certification

All signers certify that the statements made on this form and all attachments thereto are true, accurate, and complete. Signers acknowledge that any knowingly false or misleading statement may be punishable by fine or imprisonment or both under applicable law.

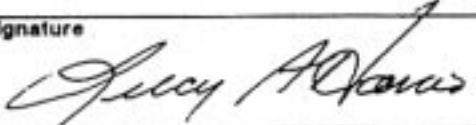
## Decision Official on Behalf of the Environmental Protection Agency Program Office

Signature 	Typed Name and Title ROBERT L. DUPREY, DIRECTOR HAZARDOUS WASTE MANAGEMENT DIVISION	Date 9/11/94
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## Action Official on Behalf of the Environmental Protection Agency

Signature 	Typed Name and Title KERRIGAN G. CLOUGH PARA FOR POLICY AND MANAGEMENT	Date SEP 13 1994
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## Authorizing Official on Behalf of Other Agency

Signature 	Typed Name and Title LUCY A. HARRIS Chief, Budget Division	Date 9/21/94
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# Scope of Work for Generic Interagency Agreement

## Between U.S. Environmental Protection Agency Region VIII

### And the U.S. Army Corps of Engineers

#### I. Introduction

The U.S. Army Corps of Engineers (USACE) has provided support for the Environmental Protection Agency Region VIII (EPA) in a variety of areas. This work was accomplished using site-specific interagency agreements (IAGs). For major work assignments such as remedial designs or remedial actions, site-specific IAGs are the most appropriate vehicle. However, from time to time EPA has a need for shorter-term, smaller dollar-value technical assistance. The purpose of this IAG is to establish a mechanism and implementation procedures to enable USACE to provide technical support to EPA on these smaller projects. Assignments under this IAG will be consistent with this statement of work (SOW) and generally cost less than \$20,000 and last for less than one year.

(Note: Dollar Limit is optional)

Work conducted under this IAG will be done consistent with the EPA/USACE Memorandum of Understanding (MOU).

#### II. Scope of Services

This IAG can be used to obtain the following services:

##### A. Technical assistance for project planning

1. Perform familiarization reviews of Remedial Investigation/Feasibility Studies (RI/FS) and Records of Decision (ROD) to assist EPA and USACE in preparing for potential site specific IAG assignments and to provide technical feedback to EPA.
2. Attend public meetings as preparation and background for potential USACE assignments and/or to provide technical support for EPA site managers and staff.
3. Provide technical support for initial work plan and scope of work development for planned site specific assignments to USACE. This can include visits to meet with Region VIII and other EPA staff as well as familiarization site visits. A primary objective of these activities is to speed up and facilitate the early project planning and site specific IAG development to permit earlier project starts, improve project planning, and help assure high quality performance.



B. Technical Assistance and Design Support for Sites Using ARCS or other EPA contractors for site activities.

1. Provide cost estimates and supporting cost documentation for site activities to be performed by ARCS or other contractors. The site activities could include RI/FS, removal actions, remedial design, and remedial construction. The cost estimating support can be for either the initial contractor assignment or modifications or change orders. These estimates and documentation would be developed to support EPA in determining Independent Government Cost Estimates (IGCE) for contractor activities.
2. Provide remedial design reviews for ARCS and other EPA contractor design products. These reviews can be at traditional design completion phases (30, 60, 90 percent or final design products ) or at any point that EPA requests. These reviews can also be conducted for biddability, constructibility, operability (BCO) of remedial designs.
3. Provide value engineering (VE) support requested by EPA. This support can include reviews of VE products and activities performed by EPA contractors or conducting the VE process for a remedial design being developed by and EPA contractor.
4. Provide support to EPA for remedial action and removal action activities conducted by EPA contractors. The support can include field oversight, inspection services, small waste disposal services, and technical review and cost estimating for contract change orders.
5. Provide limited real estate technical assistance and design support activities for EPA. This could include providing a Real Estate Planning Report (REPR) and supporting other limited real estate support and property acquisition activities. For sites where major real estate support is needed, it should be include as part of a USACE design IAG or, in some limited cases, a site-specific IAG just for the real estate support.
6. Field visits to observe significant contractor activities. For example, field tests or major drilling or geophysical operations.

C. Other Technical Assistance and Design Support

1. Provide training or seminars for EPA personnel. Example topics could be value engineering, design review process, field oversight, or construction contracting.

2. Provide topographic mapping support. The USACE generic IAG manager will coordinate any Region VIII requests with applicable USACE topographic mapping support sources and advise the Region on the options available.
3. Provide assistance to EPA at potentially responsible party (PRP) lead sites, including review of deliverables, site inspections, negotiations support, public meetings.
4. Provide assistance to EPA in evaluating potential response actions for sites not yet listed on the National Priorities List to help determine whether early action is appropriate, including collection and review of existing data, limited sampling, screening possible clean-up options, and costing out clean-up alternatives.
5. Collect information to supplement ongoing site evaluations at federal facilities where USACE is already on-site and where such information is critical to EPA's Hazard Ranking System data requirements.

### III. Work activation/authorization process

*Hazardous, Toxic & Radioactive Waste Center of Expertise (HTRW-CX)*

This generic IAG will be executed between the EPA Region

VIII and the USACE ~~Missouri River Division (MRD)~~. ~~MRD will~~ *The HTRW-CX*

*will* retain the bulk funding for the IAG, but does not have the authority to obligate or expend any funds until EPA issues a Work Authorization Form (WAF). See attached. The EPA project officer (PO) will use the WAF to describe, define, authorize, and activate assignments. The WAF may indicate which USACE field office is being requested to perform the assignment. The WAF will be submitted to the ~~USACE MRD Resource Management Division~~ *HTRW-CX* for administrative and financial processing and acceptance by the USACE. Generally within one week of accepting the WAF, USACE will provide the PO an estimated start date for the project and the name of the project lead. For more urgent assistance needs, USACE will make every attempt to reprioritize its work in close coordination with the EPA PO to accomplish the urgent request.

### IV. USACE management and oversight

USACE will name a generic IAG Manager who will coordinate among the USACE offices. USACE will assure that a field office with the appropriate level of expertise will be assigned to accomplish the type of work required and that an appropriate project manager is assigned. The IAG Manager will be responsible for making sure the conditions in the IAG are being carried out consistent with the EPA/USACE MOU.

**USEPA REGION VIII  
WORK AUTHORIZATION FORM (WAF)  
U.S. ARMY CORPS OF ENGINEERS GENERIC INTERAGENCY AGREEMENT**

Date: \_\_\_\_\_

1. SITE NAME: \_\_\_\_\_
2. WAF ASSIGNMENT TITLE: \_\_\_\_\_
3. WAF ASSIGNMENT NUMBER: WAF(R8)-\_\_\_\_\_ 4. REVISION NO. \_\_\_\_\_
5. IAG NO.: \_\_\_\_\_
6. EPA SITE I.D. NUMBER: \_\_\_\_\_ 7. SITE/SPILL ID NO. \_\_\_\_\_
8. USEPA RPM/OSC NAME: \_\_\_\_\_ 9. PHONE: \_\_\_\_\_
10. PERIOD OF PERFORMANCE - FROM: \_\_\_\_\_ TO: \_\_\_\_\_
11. FUNDING:

WAF Assignment Funding	
Previous Funding	
Current Funding	
Total Funding	

12. SCOPE OF WORK: (Use additional sheets when necessary) Where appropriate, include recommendation for preferred USACE field organization to perform assignment.

### 13. PRIMARY CONTACTS

### 14. SCHEDULE FOR ASSIGNMENT ACTIVITIES AND DELIVERABLES: (Use additional sheets when necessary)

DELIVERABLES

DUE DATE

### 15. ACCOUNTING INFORMATION:

Accounting Information				
	DCN	S.F. Account Number	Object Class	Amount
Deobligate From				
Obligate To				

**AUTHORIZATION:** Authorization is hereby given to USACE to provide technical assistance work as provided for in the generic IAG and within the scope of work, budget, and schedule as described in this WAF. Sufficient funds are available in the generic IAG to support this WAF.

\_\_\_\_\_  
Regional Project Officer

cc:

Beverly Goodsell, 8PM-GAC

Jane Petering, EPA, Accounting Operation Office, Cincinnati

ATTACHMENT B  
Terms and Conditions for Technical Assistance

1. Cost Documentation Requirements

EPA acting as manager of the Hazardous Substances Superfund requires current information on CERCLA response actions and related obligations of CERCLA funds for these actions. In addition, CERCLA, as amended, authorizes EPA to recover from responsible parties all government costs incurred during a response action. In order to help assure oversight and successful recovery of CERCLA funds, both the Army Corps of Engineers and EPA have responsibilities under this agreement. The Army Corps of Engineers accounting system reports must be supported by site- and activity-specific cost documentation. The Army Corps of Engineers will organize and retain in a site file documentation of costs by site and activity (e.g. vouchers, billing statement, evidence of payment, audit reports) as follows:

a. Direct Costs

- \* Payroll - timesheets or timecards to support hours charged to a particular site, including the signature of the employee and/or the employee's supervisor. However, any subsequent revision to the time sheets must be signed by both the employee and the employee's supervisor.
- \* Travel - travel authorizations (including purpose of trip), local travel vouchers, traveler's reimbursement vouchers, carrier bills (including airline tickets), government owned vehicle bills, appropriate receipts for hotel, car rental, etc., proof of payment. Proof of payment is satisfied by providing a copy of the accomplished SF1166 "Voucher and Schedule of Payment" or equivalent.
- \* Contractor services - copies of contracts, requests for proposals (RFPs), detailed evaluation of contractor bids, contractor invoices, USACE project officer approval of invoices, proof of payment. Proof of payment is satisfied by providing a copy of the accomplished SF1166 or equivalent.
- \* Supplies and Equipment - EPA authorization to purchase non-expendable property of \$1,000 or more, vendor invoices, proof of payment, and hourly records of equipment use, when applicable.

- \* Any other direct costs not included in the above categories.

b. Indirect Costs

If indirect costs are not calculated by Army Corps of Engineers accounting system, a worksheet showing calculations of indirect costs charged to site(s) will be retained.

Under this IAG, the Army Corps of Engineers certifies: 1) that any indirect costs included in billings to EPA represent, in accordance with GAO principles, indirect costs that would not have been otherwise incurred by the Army Corps of Engineers, or 2) that explicit Congressional authority exists for charging other than incremental costs of performance.

Reporting Requirements

- a. The Army Corps of Engineers will provide monthly progress reports to the Regional Project Officer containing:
- \* Site name and IAG number.
  - \* Summary of work performed.
  - \* Estimate of the percentage of project completed.
  - \* Accounting of funds expended during the reporting period and on the project to date, which includes budget category cost breakdown (See Item 22, page 2).
  - \* Summaries of all contacts with representatives of the local community, public interest groups or State government during the reporting period.
  - \* Summaries of all problems or potential problems encountered during the reporting period.
  - \* Projected work for the next reporting period.
- b. The Army Corps of Engineers will submit a completed and signed Request for Reimbursement (SF1080) and a copy of the monthly progress report to the EPA Financial Management Center, Cincinnati, containing, as appropriate, USACE costs by budget category identified by the site, site-specific account number, and IAG number.



- c. The Army Corps of Engineers will provide a final inventory of property, within 30 days of project completion, describing the condition of each item and requesting disposition instruction. If the duration of the project is greater than one year, Army Corps of Engineers will provide an annual inventory of all property acquired by or furnished to the Army Corps of Engineers with EPA funds.

### 3. Cost Recovery

In the event of a contemplated cost recovery action, the Army Corps of Engineers will provide to EPA or the Department of Justice (DOJ) a cost documentation package detailing site-specific costs and including copies of the back up documentation. In some cases, these requests from EPA or DOJ may require that this documentation be provided in less than thirty days. If additional time is required to comply with a request, Army Corps of Engineers will negotiate with EPA or DOJ a schedule for responding. Army Corps of Engineers will provide EPA with a contact for obtaining necessary site-specific accounting information and documentation.

### 4. Record Retention Requirements

The Army Corps of Engineers and its contractors will retain the documents described in these "Terms and Conditions" for a minimum of ten years after transmission of a final billing for a site or sites, after which the Army Corps of Engineers and its contractors must obtain written permission from the appropriate regional award official before disposing of any of the records.

### 5. Audits

- a. Certain agencies are required by CERCLA, as amended, to perform annual audits of transactions involving the Superfund. The Army Corps of Engineers may also be required to perform annual audits. Cost documentation information must be available for audit or verification upon request of the Corps of Engineers Inspector General.
- b. If an audit determines that any direct or indirect costs charged to EPA are unallowable, EPA will be notified by the Army Corps of Engineers immediately following the resolution of the audit and be credited with those costs.

### 6. Minority Business Utilization

As a recipient of monies under this IAG, the USACE must

ensure to the fullest extent possible that at least 8% of funds for prime or subcontracts for services are made available to businesses owned or controlled by socially and economically disadvantaged individuals, women-owned businesses, and Historically Black Colleges and Universities. (Required in EPA's Appropriation Act, P.L. 101-507, revised 1993).

The USACE must submit a report to EPA showing the total extramural funds awarded and the amount and percentage of extramural funds awarded by November 15 of each year. Reports should be submitted to:

Office of Small and Disadvantaged Business  
Utilization (A-149C)  
U. S. Environmental Protection Agency  
401 M. Street, S.W.  
Washington, D.C. 20460

## 7. Other EPA Involvement

- a. ~~Payment to USACE contractors is contingent upon receipt of a USACE certified payment request.~~ <sup>n</sup> Reimbursement to USACE for in-house costs is contingent upon receipt of a USACE certified reimbursement request (SF 1080). Final project payments for specific contracts and in-house costs shall be reviewed and approved by the EPA Regional program office.

EPA will hold title to all property acquired with Superfund monies. EPA will provide Army Corps of Engineers with property disposal instructions upon termination of the IAG and receive fair-market value for any property disposed of or used for non-superfund activities.



## **Appendix 4 - Superfund Coordinators' Handouts and Presentation Materials**



# EPA SUPERFUND PROGRAM

## FINANCIAL STATUS



- Projecting \$300M New Funds, Obligations, and Expenditures.
- Projecting 400 FTE. Have excess allocation if needed.
- M&S - Updating remainder of FY99 requirements for IAG amendment before May 1999.
- CEFMS - All USACE is on. 3011a is main report used by CEMP-RS.
- PROMIS - All work is to be entered. Guidance was sent to field last week for environmental projects.
- Divisions are to actively participate in quarterly PRBs.
- CMR is quarterly. Baseline is an annual requirement before end of first quarter.



US Army Corps  
of Engineers



# **Access to USACE**

## **Generic/ Blanket IAGs**

**for**

### **EPA/USACE SMR**

*January 1999*

Gregory Herring (402) 221-7712

1

## *What Is a Generic IAG ?*

---

- Pre-approved Agreements between EPA and USACE for smaller short term assignments.
- Pre-approved Funds
- Similar to a Indefinite Delivery Contract
- EPA Project Officer Issues Task Orders
- Quickest Way to Access USACE

1

## *Quickest Way to Access USACE*

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- Site Specific Technical Assistance IAG
  - Turnaround Time: 3 Weeks to 6 Months
  - Size: \$50K to \$300K
- Generic IAG (Fastest)
  - EPA Reg 5 has been In-place Since 1993
  - Turnaround Time: < 1 Week
  - Size: \$5K to \$60K
  - 52 Assignments

## *Types of Generic IAGs and who has them*

---

- Technical Assistance
  - EPA Regions 2, 3, 4, 5, 8 & 9
- Rapid Response
  - EPA Regions 5, 6 & 8

## *Types of Technical Assistance Tasks*

---

- Technical Assistance Generic IAG
  - Cost Estimate Review/ Development
  - Removal Oversight
  - Document Review
  - Real Estate Support
  - Contracting Officer Technical Rep (COTR)
  - Project Planning/ Background Review
  - 5 Year Reviews

## *Types of Rapid Response Tasks*

---

- Rapid Response Generic IAG
  - Project Planning/ Background Review
  - Pre-Scoping Site Visit w/ Contractor
  - Scope/ Negotiate Delivery Order
  - Award Contract

## *Types of Technical Assistance Tasks (cont)*

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- Projects:
  - Greiner's Lagoon - Fremont, OH (John O'Grady)
    - EE/CA Review
  - Mid-States Landfill - Central, WI (Jeff Heath)
    - 5 Year LF Review
  - NW Mauthe - Appleton, WI (Jon Peterson)
    - Cost Estimate/COTR
  - Winston-Thomas - Bloomington, IN (Alex Tzallas)
    - Berm & Tank Integrity Assessment

## *Technical Assistance Process*

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- Call Project Officer (G G Waters)
- Fill Out 2-Page Form
  - General Scope of Work
  - Schedule for Assignment Activities & Deliverables
  - Funds
- Assign Tasks
- Report/Task Duration
  - 2-Weeks to 1-Year

**Recommended Training  
for  
Community Involvement:**

**Region 2**

February 17 and March 2 – Working with Hostile Meetings and Difficult

**Region 4**

February 18 - Working with Hostile Meetings and Difficult

**Region 5**

February 23 - Working with Hostile Meetings and Difficult

**Region 6**

February 2 - Working with Hostile Meetings and Difficult

March 16 – Noticing the Subtleties, looking for Our Blind Spots and Learning New tools (cross-cultural)

**Region 7**

March 9 - Working with Hostile Meetings and Difficult

**Region 8**

January 25 - Working with Hostile Meetings and Difficult

February 22 – Noticing the Subtleties, looking for Our Blind Spots and Learning New tools (cross-cultural)

**Region 9**

March 8 - Noticing the Subtleties, looking for Our Blind Spots and Learning New tools (cross-cultural)

March 15 - Working with Hostile Meetings and Difficult

**Region 10**

February 4 - Working with Hostile Meetings and Difficult

February 25 - Noticing the Subtleties, looking for Our Blind Spots and Learning New tools (cross-cultural)

**Future training opportunities:**

June 1999 – Community Involvement Training – Denver

October 1999 – Community Involvement Training – New York

Anyone interested in attending these sessions may call Jan Shubert, HQUSEPA, at (703) 603-8737 for registration information. The training will be held in the regional USEPA offices so room capacity may be limited.

**Recommended  
FY99 PROSPECT Training  
For Superfund PMs**

**MANAGEMENT OF COST-  
REIMBURSEMENT CONSTRUCTION  
CONTRACTS**

**Short Title:** *COST-REIMBURSE CONTR*

**001/CEMP-EC** **41CRC01A**

**Course Length:** 36 Hours

**Continuing Education Units:** 2.5

**Tuition:** \$815

**PURPOSE.** This course provides practical guidance on how to structure, solicit, and manage cost-reimbursement construction contracts.

**DESCRIPTION.** This course covers the acquisition strategy, source selection, and management of cost-reimbursement construction contracts. The instruction and text material addresses solicitation preparation to final closeout of cost-reimbursement construction contracts. Specific subjects addressed include the history of cost-reimbursement contracts, acquisition policies, selection of contract type, preparation of the request for proposal, source selection of cost-reimbursement construction contractors, cost accounting, procurement and property management, Work Authorization Document (WAD) and Earned Value Systems for cost control, fee and profit policies, Corps organization and management, contractors organization, and final closeout.

**PREREQUISITES.** Nominees should be assigned (a) Occupational Series: 0028, 0340, 0560, 0800, 0905, and 1100; (b) Grade: GS-11 or above; Others—GS-11 or above; Military—Captain or above; (c) Responsibilities: personnel should be assigned or actively engaged in the administration of a current or future cost-reimbursement contract or to a start-up team for a cost-reimbursement construction contract; (d) Knowledge/skills: nominee should possess a general knowledge of contracting procedures and construction contract administration; (e) Prerequisite training: nominee should have completed the basic Construction Contract Administration course (No. 366).

<u>Session</u>	<u>Location</u>	<u>Date</u>
99-01	Huntsville, AL	07-11 Dec 98
99-02	Denver, CO	22-26 Feb 99

**IMPLEMENTATION OF HAZARDOUS  
AND TOXIC WASTE  
ENVIRONMENTAL LAWS AND  
REGULATIONS ON U.S. ARMY  
CORPS OF ENGINEERS PROJECTS**

**Short Title:** *HTW ENV LAWS/REGS*

**356/CEMP-RT** **33HEL01A**

**Course Length:** 28 Hours

**Continuing Education Units:** 2.1

**Tuition:** \$1,220

**PURPOSE.** This course trains USACE personnel involved with hazardous and toxic waste projects on military and civil works projects in the proper application of the Comprehensive, Environmental Response, Compensation and Liability Act of 1980 (CERCLA); the Superfund Amendments and Reauthorization Act of 1986 (SARA); the Resource Conservation and Recovery Act of 1976 (RCRA); and other relevant environmental laws, regulations, and policies.

**DESCRIPTION.** Through lectures, lessons learned, and examinations, the student shall be taught (a) the regulatory process; (b) the applicability of CERCLA, RCRA, and other major environmental laws and regulations to HTW site investigation and remediation; (c) the importance of interfacing with regulatory agencies on HTW projects; (d) the CERCLA remedial action process and the RCRA corrective action process; (e) the applicability of various environmental regulations in preparing and reviewing HTW predesign, design, and construction documents, and (f) the applicability of environmental regulations when monitoring contract execution.

**PREREQUISITES.** Nominees must be (a) Grade: GS-09 or above; (b) directly involved in the hazardous and toxic waste program for USACE; (c) baccalaureate in engineering, a scientific discipline, or experience in the hazardous and toxic waste program.

<u>Session</u>	<u>Location</u>	<u>Date</u>
99-01	Huntsville, AL	25-28 May 99



**Recommended  
FY99 PROSPECT Training  
For Superfund PMs**

**HAZARDOUS/TOXIC AND  
RADIOACTIVE WASTE (HTRW)  
REMEDIAL ACTION COST-  
REIMBURSEMENT TRAINING  
(SEMINAR)**

**Short Title: HTRW RA COST REIMB**

**428/CEMP-C**

**Course Length: 28 Hours**

**Tuition: \$380**

**PURPOSE.** This seminar is intended to: (a) provide practical guidance on how to manage HTRW Cost-Reimbursement contracts/delivery orders; (b) be presented at the start up of the contract/delivery orders; and (c) accommodate requests for training on short notice at your onsite location. The HTRW Remedial Action Cost-Reimbursement Training Seminar is approximately 28 hours of classroom instruction to include actual case examples, lessons learned, and application of contract/task order management fundamentals. Instruction will be facilitated by Corps' instructors and contract personnel.

**DESCRIPTION.** Topics to be covered include: (a) Cost Reimbursement vs. Fixed Price Contracting; (b) Contract/Task Order Management Fundamentals: (1) PreAward Involvement, (2) Indefinite Task Order, (3) Task Order/Contract Issuance, (4) Pre Performance Meeting, (5) Contract/Task Order Baseline, (6) Authorization to Proceed, (7) Differing Roles in Execution, (8) Reporting and Control, (9) Baseline/Modification Management, (10) Fee (Fixed, Award, Incentive), (11) Subcontract/Procurement Review, (12) Property Management, (13) Payment/Invoice Review, (14) Quality Management, (15) SB/SDB/Local Subcontracting, and (16) Close-out; (c) Using Sound Business Judgement; (d) Teaming/Communications; and (e) Documentation.

**PREREQUISITES.** This seminar should be taken by persons who are: (a) actively engaged in the management/administration of a current or future cost-reimbursement contract/task order; and (b) a member of a start-up team for a cost-reimbursement contract/task order. It is recommended that nominees complete the existing PROSPECT course "Preparation and Management of Cost-Reimbursement Construction Contracts" prior to attending this workshop.

<u>Session</u>	<u>Location</u>	<u>Date</u>
99-01	Savannah, GA	17-20 Nov 98

**ENHANCEMENT OF PROJECT TEAM  
BUILDING AND LEADERSHIP SKILLS**

**Short Title: PROJECT TEAMBUILDING**

**383/CECW-B**

**15PTL01A**

**Course Length: 36 Hours**

**Tuition: \$2,195**

**PURPOSE.** This course is designed to prepare project managers to deal more effectively with the difficult and demanding tasks of managing organizational and people problems. These challenges are natural in project management and have far greater influence on project success than do the tools and techniques such as PERT, work breakdown schedules, earned value controls, etc.

**DESCRIPTION.** The course will focus on four major objectives: (1) Understanding the reality of the project manager's job. This includes profiling the successful project manager and learning how to start and lead project teams; (2) Developing the capability to succeed in project environments. This objective covers understanding different project structures and advantages and disadvantages of each. Learning to develop networks to gain influence over important decisions; (3) Understanding and developing critical personal and interpersonal skills. A few topics covered under this objective are: receiving feedback in their leadership decision making style, practicing conflict resolution methods, developing methods to better manage relationships with customers, peers and bosses; (4) Developing a workable philosophy of project planning and control. This includes exploring classic project planning and control issues, understanding the meaning of Eisenhower's dictum "Planning is everything, plans are nothing" and learning that control systems provide signals, not solutions. Objectives are taught by lectures combined with case studies, small group exercises and other interactive methods to provide maximum exchange of ideas and information.

**PREREQUISITES.** Students should be project managers with 2 or more years experience in project management in grades of GS-12 and GS-13.

<u>Session</u>	<u>Location</u>	<u>Date</u>
99-01	Knoxville, TN	15-13 Mar 99
99-02	Knoxville, TN	07-11 Jun 99

**Recommended  
FY99 PROSPECT Training  
For Superfund PMs**

**HAZARDOUS/TOXIC AND  
RADIOACTIVE WASTE (HTRW) ✓  
COST ENGINEERING**

**Short Title HTRW COST ENGR**

**226/CEMP-EE**

**33HCE01A**

**Course Length: 16 Hours**

**Continuing Education Units: 1.6**

**Tuition: \$500**

**PURPOSE.** This course presents instruction and guidance for preparing HTRW remedial action (construction) and operation and maintenance cost estimates during all phases (assessment through completion) of an HTRW project. This course assists the student in understanding specific cost engineering requirements and cost considerations which are unique to HTRW cost estimating.

**DESCRIPTION.** Through lectures, discussions, and demonstrations, this course covers regulations and policy documents and software related to HTRW cost engineering. Preparation of budgetary/programming estimates and format is emphasized. Discussions on direct and indirect cost considerations unique to HTRW cost estimating are covered including costs incurred due to level of protection requirements; decontamination; health and safety requirements; transportation; disposal; contingencies; and historical cost collection. Applicable government costs and contracting methods are also addressed. The structure of HTRW estimates is presented using the interagency HTRW Remedial Action Work Breakdown Structure (RA WBS) and the HTRW Operation and Maintenance (O&M) WBS. The latest software in use or under development for HTRW cost issues such as parametric estimating systems (RACER), cost contingency analysis (HAZISK), historical cost reporting, collection, and analysis (HCAS) and, life cycle cost procedures for HTRW Feasibility Studies are presented. HTRW cost enhancements included in MCACES software are presented including HTRW items in the Unit Price Book (UPB), and HTRW assemblies and models.

**PREREQUISITES.** (1) Nominees must be assigned: (a) Occupational Series: Selected 0800, 0802, 0810, 0830, and 0850; (b) Grade: GS-07 and above; (2) Nominees should have cost-related duties; (3) Any nominees that do not meet these prerequisites must obtain CEMP-EE approval prior to attending the course; (4) Other participants must obtain CEMP-EE approval and may be permitted to attend only on a last priority basis.

**PROJECT MANAGEMENT FOR  
HAZARDOUS, TOXIC AND  
RADIOACTIVE WASTE (HTRW) AND  
ORDNANCE AND EXPLOSIVES (OE)  
ENVIRONMENTAL RESTORATION**

**Short Title: PROJ MGT- HTRW & OE**

**260/CEMP-RS**

**46ENV01A**

**Course Length: 36 Hours**

**Continuing Education Units: 3.0**

**Tuition: \$940**

**PURPOSE.** District project managers, and others, will learn the Corps' requirements, policy and procedures for managing projects that control, remove or treat HTRW and/or OE.

**DESCRIPTION.** This course focuses on HTRW/OE Environmental Restoration projects in the following Corps programs: Formerly Used Defense Sites; Installation Restoration Program, Base Realignment and Closure, U.S. Environmental Protection Agency Superfund Program, and Environmental Support for Others. Short reviews of these programs, applicable laws and regulations, and project management concepts are included. Relevant requirements of ER 5-7-1(FR), PROJECT MANAGEMENT are presented. The course emphasizes topics unique to the Corps' approach to managing these projects. Program-specific topics plus the following topics that are common to all HTRW/OE programs are presented: Information Systems and Management, Contract Acquisition Management, Real Estate, and Marketing. Instruction is via lectures, videos, discussions and case studies with emphasis on student participation -- including team exercises with presentations.

**PREREQUISITES.** Applicants must know fundamental project management principals, terminology, techniques and tools. Applicants should have overview-level familiarity with HTRW/OE environmental laws and regulations and with the programs listed above. Recommended preparatory PROSPECT courses include: HTRW Overview (No. 350), Project Management (No. 355) and HTRW Environmental Laws/Regulations (No. 356). Applicants must be GS-09 or above. Selection priorities are: first, Corps district employees with a current or projected assignment as a project manager and/or technical manager (including construction) in one of the above programs; second, immediate supervisors of employees potentially eligible for priority one; and third, Corps program managers or functional managers with HTRW/OE responsibilities, or applicants from other agencies.

<u>Session</u>	<u>Location</u>	<u>Date</u>
99-01	Omaha, NE	14-15 Apr 99

<u>Session</u>	<u>Location</u>	<u>Date</u>
00-01	Seattle, WA	03-07 May 00

**Recommended  
FY99 PROSPECT Training  
For Superfund PMs**

**HAZARDOUS/TOXIC AND  
RADIOACTIVE WASTE OVERVIEW**

**Short Title: HTRW OVERVIEW**

**350/CEMP-RT**

**56HTR01A**

**Course Length: 20 Hours**

**Continuing Education Units: 1.1**

**Tuition: \$560**

**PURPOSE.** This is an introductory course for staff level and management personnel having responsibilities in USACE Superfund, DERP, and other Hazardous/Toxic and Radioactive Waste (HTRW) programs. This course provides an overview of information concerning the Corps' role in HTRW cleanup activities under these programs.

**DESCRIPTION.** The course consists of classroom instruction summarizing USACE HTRW programs such as Superfund, Defense Environmental Restoration Program (i.e., Installation Restoration, Formerly Used Defense Sites) Base Realignment and Closure (BRAC), and support for other programs. The course addresses the Corps' HTRW organizational structure, HTRW project execution and management, contracting strategies, applicable environmental laws and regulations, community relations, ordnance and explosive wastes, risk assessment, health and safety, site characterization, environmental monitoring, cost engineering, UST projects, geotechnical and treatment design technologies, and lessons learned.

**PREREQUISITES.** This overview course is intended as an introductory course for staff level and management personnel with a current or projected assignment in the USACE HTRW programs. This course does not satisfy the Health & Safety training requirements under OSHA 29 CFR 1910.120/29 CFR 1926.65.

<u>Session</u>	<u>Location</u>	<u>Date</u>
99-01	Omaha, NE	18-20 May 99

**HAZARDOUS/TOXIC AND  
RADIOACTIVE WASTE  
CONSTRUCTION INSPECTION**

**Short Title: HTRW CONST INSP**

**141/CEMP-CE**

**35HCI01A**

**Course Length: 36 Hours**

**Continuing Education Units: 2.7**

**Tuition: \$900**

**PURPOSE.** This course is for working level and management personnel having responsibilities in the USACE Superfund, DERP, and other Hazardous, Toxic, and Radioactive Waste (HTRW) programs. It provides a comprehensive overview of responsibilities and acceptable work practices for Quality Assurance Representatives (QAR) and supervisors on HTRW construction sites. The course provides information to allow the QAR to effectively perform his job in determining if contract work performed, testing, etc., complies with relevant federal, state, and local standards and with the contract documents. This course focuses on QAR activities beginning with Biddability, Constructability, Operability (BCOE) reviews; through mobilization and pre-construction; construction activities; final cleanup/demobilization; and operation and maintenance (O&M).

**DESCRIPTION.** Through lectures, lessons learned, and case studies, this course provides instruction in the following areas: (a) environmental laws and regulations; (b) field monitoring activities including Chemical Data Quality Management, removal containment, and treatment systems; (c) overview of removal, containment, and treatment systems technologies, including surface water control, collection and injection of groundwater, excavation/on-site treatment of soil, collection and disposal of wastes, underground storage tank management, and soils and geotextiles; (d) sampling and testing procedures, interpretation of test results; and (e) health and safety in field activities including work practices to minimize risks for both on-site and off-site personnel and site-specific safety and health plans.

**PREREQUISITES.** This course is for working level and management personnel with a current or projected assignment in the USACE HTRW program.

<u>Session</u>	<u>Location</u>	<u>Date</u>
99-01	Omaha, NE	26-30 Apr 99





**DEPARTMENT OF THE ARMY**

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CEMP-RS(200-1a)

**D R A F T**

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT:** Cost management of Cost-Reimbursement Contracts in the Superfund and FUSRAP Programs

1. References: a. Bunker Hill Power Point presentation dated 28 August 1997.  
b. Superfund Organization Chart dated 7 Dec 1998.  
c. Implementation of the PROMIS for Environmental Programs
2. Our customer, the U.S. Environmental Protection Agency, expects the Corps to manage Superfund projects efficiently. To achieve this, we should manage costs on a real time basis with the objective of providing proactive leadership and competent direction to the contractor. In addition, the Corps must continually strive to provide a high quality product that meets the customer's needs. These goals should be achieved at the lowest reasonable cost.
3. The proper execution of a cost-reimbursement project requires the close coordination of the Corps and its contractors. Together, they share the management of the project, including management of costs. The uncertain nature of environmental remediation work makes the management of cost a challenge. However it is the Government that retains the greatest cost risk. The initial baselines and schedules are, at best, approximations of ultimate project costs. Accordingly we must manage the actual costs of Superfund projects commensurate with the Government's risk relationship under the contract. Attention must be paid to the daily cost tracking and cost avoidance with the objective of achieving the lowest reasonable cost.
4. To ensure that the Superfund and FUSRAP reimbursement projects are undertaken with this objective in mind, CEMP-RS has developed a cost management tool which when utilized a graphic representation of actual costs versus the estimated costs over time, along with significant cost management milestones.
5. This management tool, along with daily cost tracking are integral requirements in Effectively managing projects in the subject programs to monitor the routine cost management of cost-reimbursement contracts.

CELRD-GL-P (R.Warda)

CEMP-RS

SUBJECT: Lowest Reasonable Cost for Superfund Projects Cost-Reimbursement  
Contracts

CENAB-PPE (D.Morrow)

CENAE-PP-M (M.Otis)

CENWD-PM-MP (L.Anderson)

CENWK-EP-E (R.McCollum)

CENWK-MD-H (T.Simmons)

CESPD-PM (J.Davidson)

CESWD-PM-M (T.Hudspeth)

CESWT-PC (J.Wagner)

CESAD-PM-M (S.L.Taylor)

CENWO-MD-HS (J.P.Kirschbaum)

CENWO-MD-HB (G.Herring)

CEMVN-PM-M (L. Pointdexter)

CENWD-HTRW-CX (R.Hines)

CEMP-RS (B. Jemmott)

CEMP-RS (J.Strait)

CEMP-RS (G.Jordan)

CEMP-RS (C.Curington)

CEMP-RS (A.N.Sood)

CEMP-RS (B. Silva)

CEMP-RS (R.Cohen)

CEMP-RS (N.Porter)



# U.S. EPA SUPERFUND PROGRAM

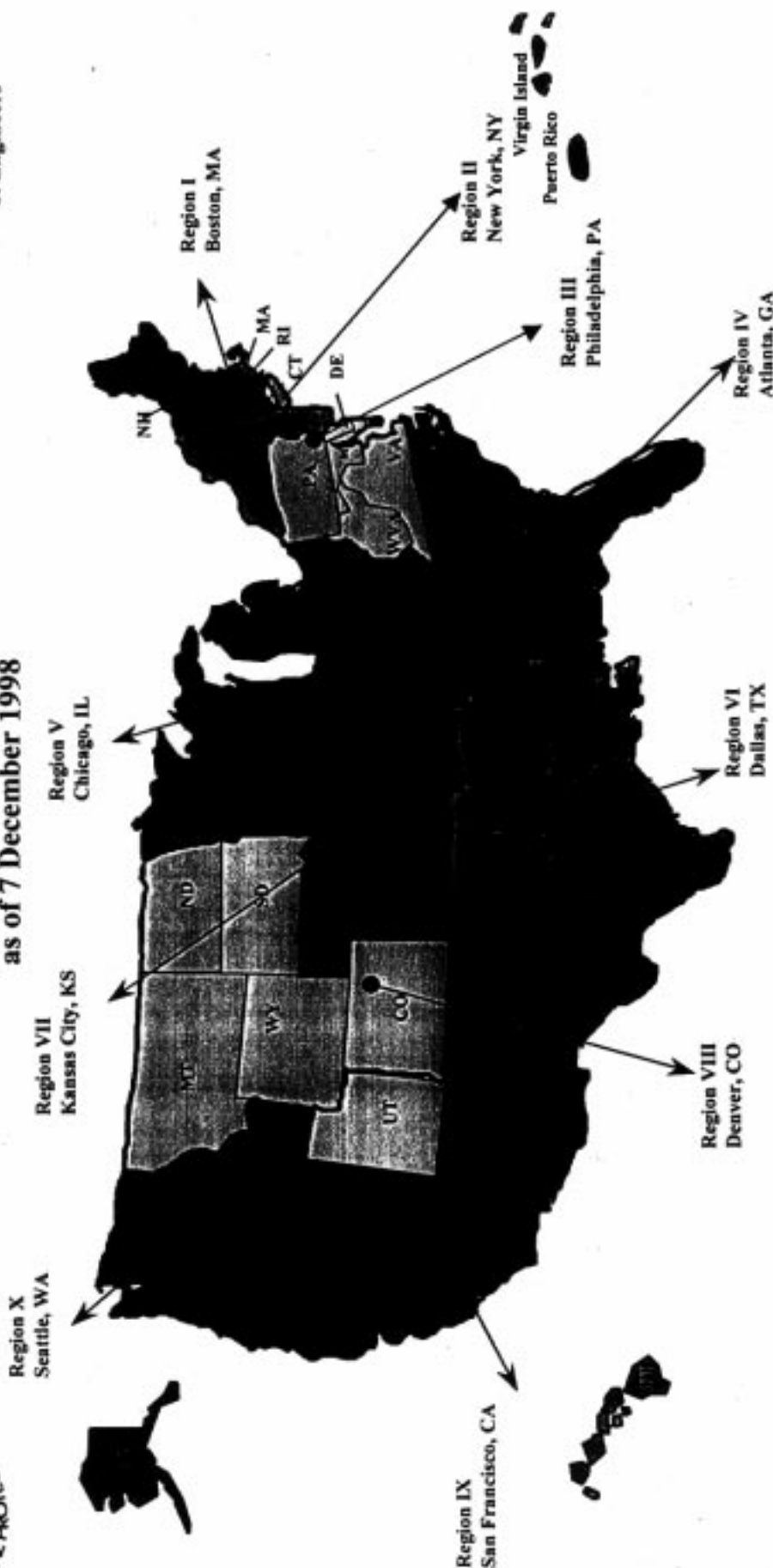
## U.S. ARMY CORPS OF ENGINEERS

### Intergovernmental And Superfund Support Branch (CEMP-RS)

EPA Regional Assignment  
as of 7 December 1998



U.S. Army Corps  
of Engineers



Identifies Location of Each  
EPA Region

CEMP-RS Lead POC	EPA Regions	OFC Telephone	Alternate	OFC Telephone
Nash Sood	I, IX	(202) 761-8618	Cal Curington	(202) 761-1064
Cal Curington	II, VI	(202) 761-1064	Cal Curington	(202) 761-1064
Rhea Cohen	III, VIII	(202) 761-7584	Nash Sood	(202) 761-8618
Calvin Curington	IV, X	(202) 761-1064	Rhea Cohen	(202) 761-7584
Cal Curington	V, VII	(202) 761-1064	Nash Sood	(202) 761-8618
Assistants Nancy Porter	V, VII	(202) 761-5245	FAX: (202) 761-0525	

EPA Regional Accelerated Response Centers

- Regions I & IX Murray Newton, Director (703) 603-8795
- Regions II & VI Betsy Shaw, Director (703) 603-9034
- Regions III & VIII Thomas Sheckells, Director (703) 603-8916
- Regions IV & X John Cunningham, Director (703) 603-8708
- Regions V & VII Paul Nadeau, Director (703) 603-8974

Reference to: 15

# BUNKER HILL SUPERFUND PROJECT ESTIMATED & ACTUAL COST VS. TIME

## ■ Estimated Cost Curve Notes

- ◆ 120 days, contractor's initial estimate
- ◆ 134 days, Corps scope clarification
- ◆ 300 days, negotiations completed

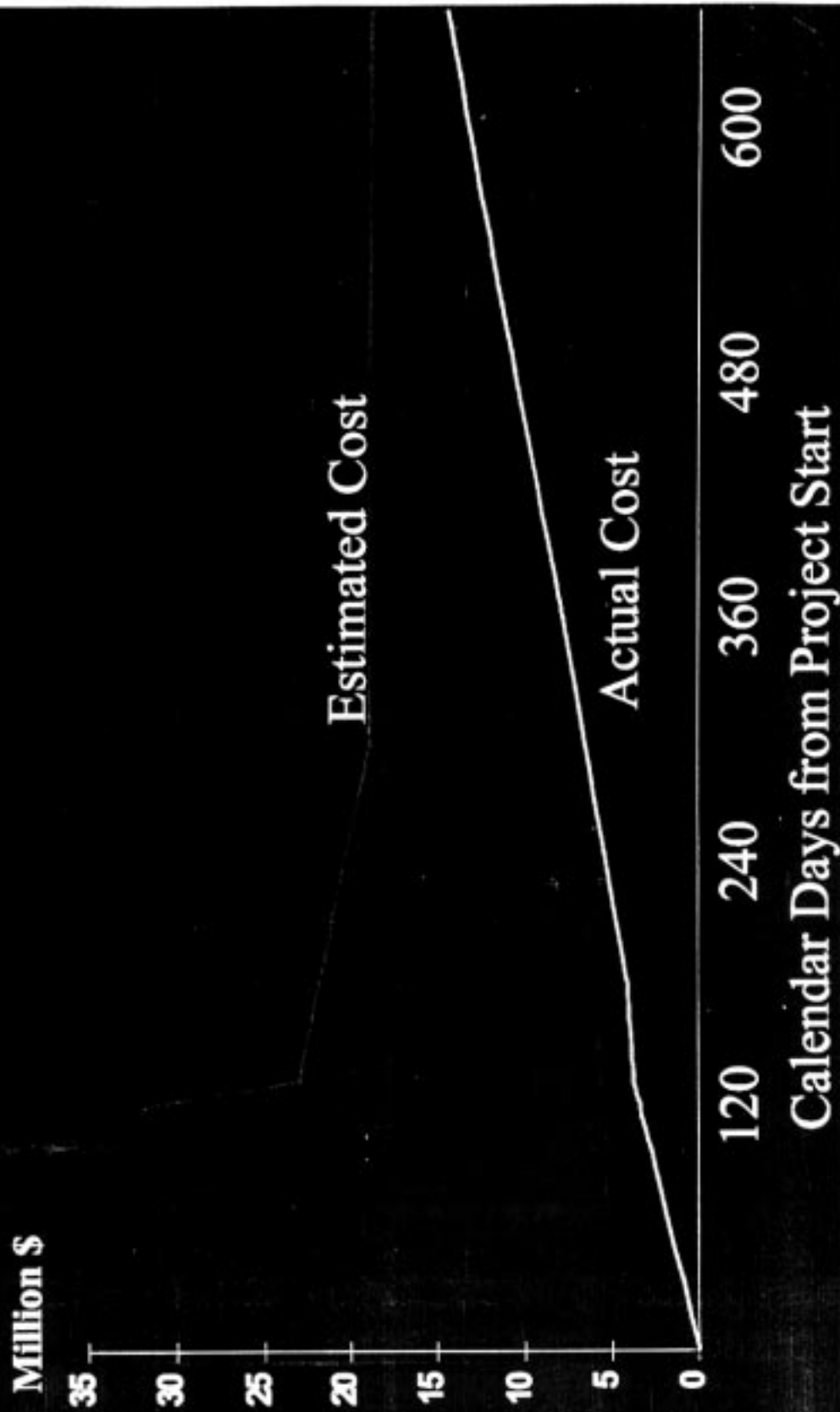
## ■ Actual Cost Curve Notes

- ◆ 0 days, start removal
- ◆ 180 days, end removal
- ◆ 365 days, start "tiger team" input
- ◆ 540 days, incentive tracking
- ◆ 660 days, project completion

## Savings

- \$17.5 M, initial contractor's estimate minus final cost
- \$4.4 M, final negotiated estimate minus final cost

# BUNKER HILL SUPERFUND PROJECT ESTIMATED & ACTUAL COSTS VS. TIME





c. "Government Property"

d. "Subcontracts"

e. "Notice of Intent to Disallow Costs"

**8. SUPERFUND PROGRAM CONSTRUCTION MANAGEMENT - CEMP-CP** has developed some critical administration functions necessary to get the job started and maintained on track. The **Lowest Reasonable Cost (LRC)** steps are an initiative introduced by the HQUSACE Superfund Branch. The functions are as follows:

a. Require contractor to:

(1). Prepare the WBS (Work Breakdown Structure) for the entire project scope and total baseline estimate after award.

(2). Schedule the work elements in a Network Analysis System (NAS), subject to approval and subject to direction from the government.

(3). Allocate future costs, as work is accomplished, to the WBS sub-elements in direct relationship to the additional scope and the revised baseline.

b. On a regular basis, determine by the situation, but usually weekly, require the contractor to develop variance reports (in terms of both cost and schedule) that identify:

(1). Potential cost overruns and savings

(2). Potential schedule slippages

(3). Lost time and effort due to delays, accidents, transportation, weather etc.

c. Require the contractor to provide an assessment of the cost and schedule impacts identified by the variance reports and analyze the information using **Lowest Reasonable Cost (LRC) MIS\***

d. Require the contractor to identify and evaluate alternatives to overcome cost and schedule impacts and recommend the best alternatives using the LRC approach.

e. Discuss the alternative with the contractor and EPA, and reach agreement in a timely manner.

f. Issue proactive, clear, and timely direction to the contractor, while keeping inter-and intra agency customer(s) fully informed.

**\*Caution!—This technique, called LRC, which is currently under development, should not be used to provide a promise of a specific price to a customer, but rather it represents a commitment to a management philosophy and technique that seeks to explore as many alternatives as are reasonably available to minimize cost rather than be satisfied at not experiencing a cost overrun.**

This one-time document was developed by the UQUSACE Superfund Branch, (CEMP-RS) Environmental Restoration Division, Military Programs Directorate, Headquarters, U.S. Army Corps of Engineers, 20 Massachusetts Ave. N.W., Washington D.C. 20314-1000. The information contained herein applies only to the HQUSACE Superfund Program and is intended to be an adjunct to available documents and current policy. Please send any comments to the above address or call (202)761-1064 or 4787.



## SUPERFUND POCKET CARD

US Army Corps  
of Engineers

Techniques of Effective USACE HTRW  
Cost-Reimbursement Contract Execution  
for the Superfund Program

The management of cost-reimbursement projects is different from that of fixed price jobs. Therefore, if you are managing a cost-reimbursement project the same way you did a fixed price job....stop! Consult with a Corps employee with several years experience managing cost-reimbursement projects at the job site and get a second opinion. If you cannot find such a person, call CEMP-RS, at (202)761-1064. The following information is a starting point in developing a check-list of resources and acquiring the necessary mind set minimally required in order to successfully manage the execution of cost-reimbursement contracts.

**1. RISK MANAGEMENT - Manage the contract risk through proactive leadership during all phases of contract planning and execution. Generally, the lion's share of the risk belongs to the government; accordingly the Corps and the contractor must jointly share the management of the work on a daily basis.** This requires Corps leadership and a staff technically capable of managing ongoing activities such as a project manager for a contractor does in a fixed price contract. This level of leadership and management skills is essential to making sound cost, quality and schedule decisions in partnership with the contractor.

**2. TECHNICAL KNOWLEDGE** - Experience/education resulting in technical knowledge is the underpinning for all management activities and decisions. Cost-reimbursement projects require a staff technically *capable* of managing day to day activities in order to make sound technical decisions in partnership with the contractor. It is the government's on-site representative who is responsible for determining the reasonableness of the contractor's actions from a payment perspective. This knowledge includes but is not limited to, technical direction, customer liaison, cost analysis, cost control, scheduling, managing contractor resources, public involvement, safety and contract administration. If the level of technical capabilities required does not exist, seek help through the team available, including your Division, CEMP-C, CEMP-RS and the PARC.

**3. EFFECTIVE LEADERSHIP** - The Corps is in a key leadership position to ensure that team building, founded on effective communication among all stakeholders - the federal/state customer, contractor, district support elements, and regulators - is achieved in a cost-reimbursement contracting environment. **Build the team early!** The partnering relationships, between the government, which assumes most of the cost/cleanup risk, and the contractor must be business-like and characterized by frequent dialogue. The Corps' leadership in managing risk on behalf of our customer means that the customer expects the Corps' expertise and guidance to be forthcoming when necessary to avoid problems.

**4. COST MANAGEMENT** - Because of the uncertain nature of environmental restoration work, cost-reimbursement contracting techniques are frequently utilized, however the initial baseline cost and schedules are, at best, approximations of the ultimate project cost, and must be managed as such. As new information is obtained in the course of HTRW project execution, work elements and their associated cost and schedules must be continuously reevaluated and updated with the goal of achieving the required cleanup. Pro-actively engage with the contractor to effectively manage the work in order to achieve the **Lowest Reasonable Cost (LRC)\*** while producing a quality product that meets the customer's needs. Require the contractor to **capture** costs daily, and to provide reports on an as needed basis.

**5. TRAINING** - No USACE organization should engage in cost-reimbursement contracting activities without trained and experienced team members. Appropriate cost-reimbursement training must be initiated promptly when deficiencies in project execution are identified. Experienced support from the Rapid Response, Start-up, and/or Tiger Teams may also be provided.

**6. REWARD** - Recognize and reward successful cost-reimbursement contract performance and initiative by both contractor and government team members, as defined by the Corps and our customers. *Occasional failures* associated with *initiative* and *reasonable* risk taking must also be accepted.

**7. PROJECT MANAGEMENT** - Successful

project management should include early partnering with the construction elements on RFP preparation, source selection, construction reviews, solicitation documents and staffing. Besides the lack of training and experience, insufficient staffing and inappropriate disciplines for cost-reimbursement contracts are prominent lessons learned that have been observed at several sites. *Remember*---there is no arbitrary limit on staffing for Superfund projects---negotiate based on the size and complexity of the project! It is critical for the project manager to prepare the district support elements to initiate their respective roles in a timely manner. If you need help, seek help from higher headquarters, including CEMP-RS. Other management issues include:

- a. WBS/WAD development,
- b. Negotiation of baseline cost and schedule.

Important cost-reimbursement management tools include, but are not limited to the following:

- a. Contract management procedures,
- b. Government property management,
- c. Consent to contractor subcontracting

The following contract clauses take on special significance in cost-reimbursement contracting:

- a. "Limitation of Funds"
- b. "Allowable Cost and Payment"

OMAHA DISTRICT PROGRESS REPORT

EAGLE-PICHER SITE

AUGUST 1998

September 10, 1998

GENERAL INFORMATION:

**Site Name:** Eagle-Picher/Bunting Bearing Site, Delta, Ohio

**IAG Number:** DW96947860-01-0

**Period of Performance:** April 1, 1998 to December 31, 1999

**Assignment Title:** TA EE/CA PRP Oversight

**EPA Site Number:** OH 0001095892

**EPA RPM:** Matt Ohl

**Scope of Work:** USACE will provide EPA with an evaluation of Engineering Evaluation/Cost Analysis and technical assistance associated with other activities performed by the Potentially Responsible Parties (PRPs) at the Eagle-Picher Site. The detailed Scope of Work is attached to the IAG assignment.

WORK ACCOMPLISHED THIS PERIOD:

**August 1998:** Field oversight of PRP activities was accomplished during the period Aug 3 through Aug 19, 1998, for the planned development and installation of MWs, the collection of soil, sediment and surface water samples.

MWs were not installed, as planned, due to the depth to ground water and the clay substratum. Drilling to install MWs was attempted at three planned locations up to a depth of seventy five (75) feet without encountering ground water. Therefore, the effort to install MWs was terminated.

Subsoil investigation with drill rig and geoprobe located and defined a small area and volume of foundry sand. The anticipated large pit of foundry sand was not encountered.

Adjustments were made in the collection of site samples, as specified in the Site Sampling Plan, based on preliminary sample analysis. Planned sample collection in the northeast corner of the site was reduced and sample collection along the southern perimeter was increased. Also additional sediment samples along Fewless Creek was increased.

Project labor was \$8,937.35 as documented in the attached bill dated Sep 2, 1998.

USACE PERSONNEL CHARGING LABOR: See attached bill.

PUBLIC/GOVERNMENT CONTACTS THIS PERIOD: None.

**PROJECT ISSUES and CONCERNS:** The high contamination levels of lead, copper and zinc in the sediment samples of Fewless Creek require additional sampling and analysis to determine the extent of these metals contamination. The extent of contamination should define the width, depth and down stream limits of action levels. These issues were identified in last months report and continue to be a concern.

**KEY PERSONNEL CHANGES:** None.

**STATEMENT OF CHARGES FOR THE PERIOD:**

<b>Total Funds Authorized</b>	<b>\$265,000.00</b>
Funds Expended During Report Period	\$ 11,544.09
Total Billed to Date	\$ 35,255.60
Sum of Obligations and Commitments	\$ 35,255.60
<b>Balance</b>	<b>\$229,744.40</b>

**SCHEDULE:**

**Current Completion Date:** December 31, 1999.

**Projected Work for Next Period:**

Submit Field Summary Report and develop Data Evaluation Report when data becomes available from the PRP and our laboratory.

Enclosure

Fred L. Henry  
Technical Manager, Section B  
Environmental Remediation Branch  
Engineering Division

Copy Furnished (w/encl):  
CENWO-PM-H (Herring)



DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

07 JAN 1999

CEMP-RS (200-1a)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementation of the Program and Project Management Information System (PROMIS) for Environmental Programs

1. References:

a. Memorandum, CEDC dated 28 February 1997, subject: PROMIS Implementation Guidance Memorandum Number 1.

b. Memorandum, CEMP-M dated 28 April 1997, subject: PROMIS Implementation Guidance Memorandum Number 2.

c. E-mail message, CEDC dated 29 April 1998, subject: PROMIS.

2. Headquarters, U.S. Army Corps of Engineers (HQUSACE) formed a Program and Project Management (PM) Tiger Team to research, develop a Course of Action analysis and decision brief for Automated Information System(s) AIS(s) to support the USACE PM process. The PM Tiger Team recently recommended and the Chief of Engineers concurred that PROMIS will be the PM AIS.

3. The enclosure provides instructions to enter and maintain environmental projects in PROMIS.

4. The point of contact for this action is Mr. Jim Strait (202) 761-0414, fax (202) 761-0525.

FOR THE COMMANDER:

Encl

  
MILTON HUNTER

Major General, USA  
Director of Military Programs

DISTRIBUTION:

COMMANDER,

U.S. ARMY ENGINEER DIVISION, MISSISSIPPI VALLEY

U.S. ARMY ENGINEER DIVISION, NORTH ATLANTIC

Reference 1c



## **Instructions for Entering and Maintaining Environmental Projects in the Program and Project Management Information System (PROMIS)**

**1. General.** All work managed by USACE will be entered and maintained in PROMIS with appropriate links to the Corps of Engineers Financial Management System (CEFMS). Specific guidance for PROMIS implementation is provided below for each of the major Environmental programs. Each district executing any portion of a project where other portions are executed by another district must manage their portion separately in their district's PROMIS database. This is necessary because PROMIS, like CEFMS, is a District level system and information is not exchanged corporately between district systems. Districts are encouraged to develop customized WBS templates and virtual projects that can be quickly retrieved and edited for specific project requirements resulting in shorter loading time.

CENWD has initiated an Internet based PROMIS, CEFMS and RMS reports application at URL - <http://wpc21.usace.army.mil:9713/>. Districts, Divisions, and HQUSACE can access this application for project and program reports. The reports application is maintained by Robert E. Taylor, CENWP, 503-808-4977, and Karen L. Morgan, CENWS, 206-764-6086. They can be contacted regarding report specifications currently available and for creating additional reports. The following conventions for entering project narrative information in PROMIS comment fields will allow for consistent retrieval of that information for reports: project background and scope will be entered as a Synopsis comment; project status will be entered as a General comment; and, project issues will be entered as Issue comments.

**2. Lowest Reasonable Cost Line Charts.** Environmental Division requires that project cost estimates as well as actual costs be tracked over time with the goal of reducing project costs. Total Estimated Project Cost Estimates and Actual Project Cost verses time are graphically depicted as lines over the life of the project. Various graphical approaches may be used. One suggestion shown on enclosure 1 is for the Southern Maryland Wood Treating project. The initial total estimated project cost was created at the beginning of the project. The negotiated total project cost estimate was subsequently prepared that saved \$17M of the initial \$47M cost estimate and saved 145 days of the initial 945 days. The negotiated project costs are now \$30M and time to complete is now 800 days. Actual project costs are also plotted so management can compare to the projected costs and make appropriate adjustments. The lowest reasonable cost line charts are to be prepared by the executing district in PowerPoint or Excel and submitted to HQ semi-annually via e-mail.

**3. Intergovernmental and Superfund Support Projects.** Intergovernmental and Superfund programs define a project in PROMIS as an operable unit where one or more phases (i.e. remedial investigation/feasibility study, remedial design, remedial action, real estate, etc) are executed for the same scope of work. Each phase is required to be resourced to the third level of the Hazardous, Toxic and Radioactive Waste (HTRW) Work Breakdown Structure (WBS). Enclosure 2 provides a diagram of the PROMIS HTRW WBS elements and CEFMS HTRW Work Category Elements with appropriate links at the third level. Project Managers may

resource at lower levels if desired. Minimum Milestones include Start RI, Final RI submitted, Start FS, Final FS report completed, Design started, Pre-final (90%) design submittal, Advertise (IFB) or issue RFP for RA, Award RA (Construction contract), RA NTP Issued, RA physically complete, RA contract complete, Start Real Estate Planning Report (REPR), Complete REPR, Start RE Acquisition for RD, Complete RE Acquisition for RD, Start RE acquisition for RA, and Complete RE Acquisition for RA.

**4. Installation Restoration Program (IRP) Projects.** Enclosure 3 provides detailed guidance for entering IRP into PROMIS.

**5. Army Base Realignment and Closure (BRAC) Environmental Restoration (ER) Projects.** Enclosure 4 provides detailed guidance for entering BRAC-ER projects into PROMIS.

**6. The Formerly Used Defense Sites (FUDS) Projects.** Enclosure 5 provides detailed guidance for entering FUDS projects into PROMIS.

**7. Formerly Utilized Sites Remedial Action Program (FUSRAP).** Detailed guidance for entering FUSRAP projects in PROMIS is provided in Enclosure 6.

## **Appendix 5 - USACE Intergovernmental and Superfund Support Branch (CEMP-RS) Contact Information**





# U.S. EPA SUPERFUND PROGRAM

U. S. Army Corps of Engineers  
Intergov. and Superfund Spt. Br.(CEMP-RS)  
**SUPERFUND DIRECTORY**



U.S. Army Corps  
of Engineers

EPA Region Served/ EPA POC	Div Coordinator Office Symbol	Telephone No. Fax No.	HQUSACE Program Mgr. Telephone No.
1/ Mr. Mike McGagh (617) 223-5534  (617) 573-9662	<b>Joe D'Agosta (M-North Atlantic)</b> Superfund Program Mgr CENAD-PP-M  Mark Otis (New England Dist./D,A) CENAE-PD-E (MA,CT,RI,VT,NH,ME)	(718) 491-8773 (718) 491-8872  (978) 318-8895 (978) 318-8891	Nash Sood (202) 761-8618 (202) 761-0525
2 /Mr. Shaheer Alvi (212) 637-4324 (212) 637-4360  Mr. Michael Scarano (718) 491-8763 Business Mgr. (212) 637-4449	<b>Joe D'Agosta (M-North Atlantic)</b> Superfund Program Mgr. CENAD-PP-M Lya Theodoratos (M) CENAD-PP-M  Rich Gajdek (New York Dist./A) CENAN-PP-E (NY, NJ) Bart Bartholomeo (Philadelphia Dist./A) CENAP-PP (NJ) Jim Boone (Jacksonville Dist./A) CESAJ-DP-S (Puerto Rico) Susan Lewis (Baltimore Dist./D,A) CENAB-RE-c (NJ, PA, MD, VA, WV) Mark Otis (New England Dist./D) CENAE-PD-E (NY) Tom Simmons (Kansas City Dist./D) CENWK-PM-E (NY, NJ)	(718) 491-8773 (718) 491-8872 (212) 264-5490 (212) 264-5189  (212) 264-0137 (212) 264-1671 (215) 814-6927 (215) 814-6699 (904) 232-2583 (904) 232-3920 (410) 962-4921 (410) 962-0866 (978) 318-8895 (978) 318-8891 (816) 983-3372 (816) 426-5509	Cal Curington (202) 761-1064 (202) 761-0525
3/ Mr. Walt Graham  (215) 566-3146 (215) 566-3001	<b>Joe D' Agosta (M-North Atlantic)</b> Superfund Program Mgr. CENAD-PP-M  Bart Bartholomeo (Philadelphia Dist./A) CENAP-PP (One door to Corps) Jared Olsen (Baltimore Dist./D,A) CENAB-PP-E (PA, MD, VA, WV)	(718) 491-8773 (718) 491-8872  (215) 656-6927 (215) 656-6699 (410) 962-4454 (410) 962-9312	Rhea Cohen (202) 761-7584 (202) 761-0525

M) Major Subordinate Commands  
Responsibility Area

D=Remedial Design, A= Remedial Action

## SUPERFUND COORDINATORS

EPA Region			HQUSACE	
Served / EPA POC	Div Coordinator Office Symbol	Telephone No. Fax No.	Program Mgr. Tel No.	
4/ Mr. Richard Green (404) 562-8651 (404) 562-8063 and Mr. Doug Lair (404) (910) 251-4744 562-8721 (404) 562-8699	<b>Tom Billings (M-South Atlantic)</b> CESAD-PM-M	(404) 562-5211 (404) 562-5218	Cal Curington (202) 761-1064 (202) 761-0525	
	Jim Boone (Jacksonville Dist./A) CESAJ-DP-S (FL)	(904) 232-2583 (904) 232-3920		
	Claude Leake (Mobile Dist./D,A) CESAM-PM-SP (MS, AL, TN)	(334) 690-2604 (334) 690-2327		
	Jim Truelove (Charleston Dist./D,A) CESAC-PM-S (SC)	(803) 727-4489 (803) 727-4801		
	Ed Shufford (Wilmington Dist/A) CESAW-PM (NC)	(910) 251-4754		
	Rich McCollum (Kansas City Dist./D,A) CENWK-EP-E (FL,GA,AL,MS,TN,KY)	(816) 983-3913 (816) 426-5449		
	Frank Delasierra (Savannah Dist./D,A) CESAS-PM-H (GA)	(912) 652-5166 (912) 652-6012		
	<b>Bob Warda (M- Chicago)</b> CELRD-PM	(312) 353-3679 (312) 353-8666		Cal Curington (202) 761-1064 Nancy Porter (202) 761-5245 (202) 761-0525
	Sam Nakib (LRD-Chicago) CELRD-ET-CO	(312) 353-6374 (312) 353-8666		
	Dan Spellman (LRD-Cincinnati) CELRD-PM	(513) 684-6210 (513) 684-7246		
David Sills (MVD-Vicksburg) CEMVD-PM-E	(601) 634-5026 (601) 634-5477			
Larry Anderson (NWD-Portland) CENWD-PM-MP	(503) 808-3744 (503) 808-3749			
Steve Golyski (Buffalo District/D) CELRB-PE-PT (OH, NY, Special)	(716) 879-4228 (716) 879-4355			
Chuck Savage (Chicago District/A) CELRD-CO-C (IL)	(312) 353-6400 (312) 353-4200			

(M) Major Subordinate Command, R=Remedial Design, A= Remedial Action  
Responsibility Area

## SUPERFUND COORDINATORS

EPA Region Served/ EPA POC		Div. Coordinator Office Symbol	Telephone No. Fax No.	HQUSACE Program Mgr.
		Roger Vogler (Detroit District/A) CELRE-CO-C (MI)	(313) 226-6818 (313) 226-3519	
		Rick Meadows (Huntington District/A) CELRH-DL-M(OH)	(304) 529-5388 (304) 529-5715	
		Carolyn Deane (Louisville District/D,A) CELRL-DL-C (IN)	(502) 625-7188 (502) 625-7188	
		John Hall (Nashville District/D) CELRN-ER-M (IN)	(615) 736-5966 (615) 736-7676	
		Craig Evans (St. Paul District/A) CEMVP-PE-M (MN & WI)	(612) 290-5594 (612) 290-5590	
		Greg Herring (Omaha Dist./D,A) CENWO-PM-HS (IL,IN,MI,WI,MN)	(402) 221-7712 (402) 221-7838	
6/ Mr. Carl Edlund (214) 665-8126 (214) 665-6660		David Sills (M-Vicksburg) CEMVD-PM-E Tom Hudspeth (M-Dallas) CESWD-PM John Davidson (M-South Pacific) CESPD-PM-M  John Wagner (Tulsa Dist. /D,A) CESWT-PC(OK,TX,AR,LA) Larry Poindexter (New Orleans Dist./A) CEMVN-PM-M (LA)	(601) 634-5026 (601) 634-5477 (214) 767-2177 (214) 767-2586 (415) 977-8245 (415) 977-8256  (918) 669-7239 (918) 669-7206 (504) 862-2937 (504) 862-1785	Cal Curington (202) 761-1064 (202) 761-0525
7 /Mr. Gene Gunn (913) 551-7776 (913) 551-7063		Larry Anderson (M-Portland) CENWD-PM-MP Rick Wilson (M- Omaha) CENWD-MP-PM-H  Tom Simmons (Kansas City Dist/D,A) CENWK-PM-E (KS,MO,IA,NE)	(503) 808-3744 (503) 808-3749 (402)-697-2525 (402) 697-2503  (816) 983-3372 (816) 983-5509	Cal Curington (202) 761-1064 Nancy Porter (202) 761-5245

(M) Major Subordinate Command, D=Remedial Design, A=Remedial Action  
Responsibility Area

## SUPERFUND COORDINATORS

EPA Region Served / EPA POC		Div. Coordinator Office Symbol	Telephone No. Fax No.	HQUSACE Program Mgr.
8/ Mr. Dale Vodehnal (303) 312-6761		<b>Larry Anderson (M-Portland)</b> CENWD-PM-MP Rick Wilson (M-Omaha) CENWD-MR-PM-H	(503) 808-3744 (503) 808-3749 (402) 697-2525 (402) 697-2503	Rhea Cohen (202) 761-7584 (202) 761-0525
		Larry Woscyna (Omaha Dist./D,A) CENWO-PM-H (CO,UT,WY,SD,ND) Greg Herring (Omaha Dist./D,A) CENWO-PM-HS (CO,UT,WY,SD)	(402) 221-7715 (402) 221-7838 (402) 221-7712 (402) 221-7838	
9 / Mr. David Seter (415) 744-2400		<b>John Davidson (M- South Pacific)</b> CESPD-PM-M Ahsan Syed (M-South Pacific) CESPD-ET-C	(415) 977-8245 (415) 977-8256 (415) 977-8036 (415) 977-8256	Nash Sood (202) 761-8618 (202) 761-0525
10 /Mr. Mike Gearheard (206) 553-7151		<b>Larry Anderson (M- Portland)</b> CENWD-PM-MP Mark Ohlstrom (Seattle Dist./D,A) Genny Dierich CENWS-PM-HW (WA,ID,OR)	(503) 808-3744 (503) 808-3749 (206) 764-3457 (206) 764-3265 (206) 764-6795	Cal Curington (202) 761-1064 (202) 761-0525
<b>Rapid response program</b>				
		Mr. John Kirschbaum (Omaha District-Rapid) CEMVO-PM-H (Nation wide *)	(402) 221-7714	(402) 221-7838
<b>HTRW center of expertise, Omaha, HTRW-CX</b>				
		Mr. Rick Hines / IAG Technical Manager	(402) 697-2624	(402) 697-2613
		Mr. Marvene Seaman / Financial Manager (Nation wide*)	(402) 697-2425	(402) 697-2613

(M) Major Subordinate Command, D=Remedial Design, A=Remedial Action  
Responsibility Area , \* US Borders and beyond

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6 Jan 1999

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\*\* Please call with changes  
corrections, & recommendations